

**The example reports  
shown in this batch are  
provided for people who  
complete the Self  
Perception Inventory and  
obtain a minimum of four  
Observer Assessments**



## ASSESSMENT RESULTS IN RANK ORDER

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

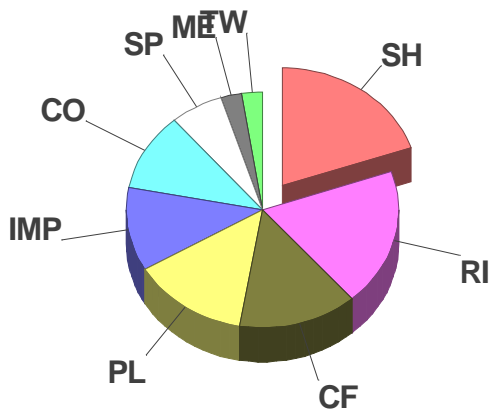
Assessment by	Team Roles in Rank Order									
	1	2	3	4	5	6	7	8	9	
Self-Perception	SH	RI	CF	PL	IMP	CO	SP	ME	TW	
Ann Watson	SH	IMP	ME	RI	SP	PL	TW	CF	CO	
Geoff Rampe	SH	RI	TW	CO	SP	IMP	CF	ME	PL	
Jim Williams	SH	RI	IMP	CO	TW	ME	CF	SP	PL	
Nick Hicks	SH	RI	SP	CO	PL	IMP	ME	CF	TW	
<b>OVERALL RANKING</b>	<b>SH</b>	<b>RI</b>	<b>IMP</b>	<b>CO</b>	<b>SP</b>	<b>ME</b>	<b>CF</b>	<b>PL</b>	<b>TW</b>	



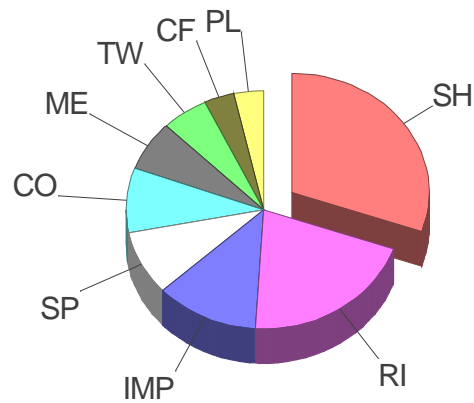
### Pie Chart of SPI versus Observer Data

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

**Self-Perception**



**Observers**












The following are the relative sizes of each slice of the pies, expressed as a percentage of the total:

		Self-Perception	Observers
PL	Plant	13.9	3.5
RI	Resource Investigator	18.8	20.7
CO	Co-ordinator	10.8	8.7
SH	Shaper	19.7	30.3
ME	Monitor Evaluator	2.5	6.9
TW	Teamworker	2.5	5.5
IMP	Implementer	11.4	12.1
CF	Completer Finisher	14.1	3.5
SP	Specialist	6.3	8.8

# SELF-PERCEPTION TEAM ROLE PROFILE

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

BELBIN	Least Preferred Roles			Manageable Roles				Preferred Roles				Roles and Descriptions		
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution	Allowable Weaknesses	
	PL	.	.	.	.	.	.	X	.	.	.	.	 <b>Plant</b> Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	.	.	.	.	.	.	.	.	X	.	.	 <b>Resource Investigator</b> Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.	
CO	.	.	.	.	.	X	.	.	.	.	.	 <b>Co-ordinator</b> Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.	
SH	.	.	.	.	.	.	.	.	.	X	.	 <b>Shaper</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.	
ME	.	X	.	.	.	.	.	.	.	.	.	 <b>Monitor Evaluator</b> Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.	
TW	.	X	.	.	.	.	.	.	.	.	.	 <b>Teamworker</b> Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.	
IMP	.	.	.	.	.	X	.	.	.	.	.	 <b>Implementer</b> Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.	
CF	.	.	.	.	.	.	X	.	.	.	.	 <b>Completer Finisher</b> Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.	
SP	.	.	.	X	.	.	.	.	.	.	.	 <b>Specialist</b> Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.	

# BAR GRAPH OF OBSERVER WORDS

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

BELBIN			Roles and Descriptions		
	Negative	Positive		Team-Role Contribution	Allowable Weaknesses
PL				<b>Plant</b> Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI				<b>Resource Investigator</b> Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO				<b>Co-ordinator</b> Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH				<b>Shaper</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME				<b>Monitor Evaluator</b> Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
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CF				<b>Completer Finisher</b> Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP				<b>Specialist</b> Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.

## COUNSELLING REPORT

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

**Please note that this report is based on the complete profile.**

Your profile is that of a "go-getter". You have an affinity for knowing how to react in fast-moving situations. With a good deal of outward-looking drive you are well placed to cope with pressure. You should be at your best working in a busy social environment where your readiness to interact and if necessary to challenge others can make its mark. Your basic personal qualities are often linked with charisma. So you can afford to express yourself very firmly when you need to. You can use phrases like "I am not satisfied we are achieving all we can" or, with a twinkle in your eye, "I'd like it done by yesterday".

Cautiousness is not built into your profile. But you can make a virtue of boldness. That is how you are likely to achieve results. So remind people "He who never made a mistake never made anything". Your high work-rate means that you need to face a wide range of challenges. So it is important that you should avoid environments that slow you down or restrict your scope. Your tendency to be impatient or headstrong has one downside - you might get you into difficulties with your seniors or with colleagues. But this very much depends on the character of your work associates. You need to work for someone who is not too restrictive and colleagues who are sociable but patient, well organized, and controlled.

Your operating style is in the classic entrepreneurial mould. This means it is in your nature to look for opportunities and take them. This is a high-risk field. The art lies in knowing how to handle the risks. Fortunately, failures can sometimes be shrugged off, as the price of experience. But the successes will be remembered.

Your own perception of your top team role is supported by the views of others.

On a final note, you need to take account of the role for which you are least suited. You do not appear to fit comfortably into a subordinate role. You may therefore need to give special attention to becoming low profile and supportive when the occasion calls for it.

**BELBIN****CHARACTER PROFILE**

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

Please note that this report is based on the complete profile.

**Strengths**

Generally regarded as an individual who is challenging, competitive, disciplined, hard driving, opportunistic, persuasive, practical, and single-minded.

Requires work where he can use his outgoing nature. Likes to use personal initiative. Quick off the mark in seizing new opportunities. Dynamic and entrepreneurial. A developer of new ventures. Above average in terms of self organisation and control. Likes to be at the forefront in a leading management role. Prefers to have some authority. Has a capacity for self motivation. Requires a varied set of tasks or duties. A good person for developing outside contacts. Possesses all-round leadership characteristics. Has the features of a high profile manager. Forthright and a determined individual. Someone with the energy and drive to overcome

**Strengths (Continued)**

obstacles.

**Possible Weaknesses**

Should not be involved in work where there is a high routine element.

**Check at Interview**

This profile suggests a strength of character along with the possible risk of becoming overpowering. The question is whether he is willing to take on a more supportive role when necessary. Give a tough interview. Challenge some of Barrie Watson's statements. Assess from his responses whether Barrie Watson is likely to deliver more from the job or fail to meet its requirements; and whether Barrie Watson will combine adequately with his likely employers.

**Placement**

Needs to be placed in a fluid and unstructured job where events are moving swiftly. Choose a position at the cutting edge of change and offer a great deal of scope. Draw up the job in terms of goals and objectives and then give Barrie Watson a free rein. Be generous in offering resources but demand regular reports on progress. Probably a good appointee for a tough position that carries with it a lot of pressure.

**BELBIN****MOST HIGHLY RATED OBSERVER RESPONSES**

**Name** Barrie Watson  
**Organisation** CERT Consultancy & Training  
**Department** Consultancy

**This list shows words from Observers Assessments and their scores in descending order of popularity.**

competitive	8	logical	1
challenging	5	efficient	1
disciplined	5	well organised	1
practical	5	resistant to change	1
opportunistic	4	co-operative	1
single-minded	4	loyal	1
hard driving	4	critical	1
persuasive	4	slow-moving	1
enterprising	3	conscientious	1
easily bored	3	indecisive	1
provocative	3	original	0
outgoing	3	creative	0
conscious of priorities	3	imaginative	0
calm & confident	3	perfectionist	0
knowledgeable	3	erratic	0
impatient	3	frightened of failure	0
tough	2	inflexible	0
forgetful	2	insular	0
adaptable	2	manipulative	0
encouraging of others	2	over-sensitive	0
persistent	2	reluctant to delegate	0
impulsive	2	sceptical	0
caring	2	technically skilful	0
professionally dedicated	2	territorial	0
aggressive	2	unorthodox	0
innovative	1	inquisitive	0
shrewd	1	observant	0
impartial	1	accurate	0
outspoken	1	fearful of conflict	0
good at follow through	1	fussy	0
broad in outlook	1	laid back	0
self-reliant	1	up-in-the-clouds	0
diplomatic	1	clever	0
consultative	1	not interested in others	0
realistic	1	unadventurous	0
analytical	1	empire building	0

<b>BELBIN</b>	<b>PERSONAL WORK STYLE</b>	
	<b>Name</b>	Barrie Watson
	<b>Organisation</b>	CERT Consultancy & Training
	<b>Department</b>	Consultancy

**Please note that this report is based on the complete profile.**

The pie chart suggests four styles of working which would suit you. These are derived from a combination of your top team roles.

RI-SH	Exploiting Opportunities
SH-IMP	Assigning Tasks
RI-IMP	Applying Resources
CO-SH	Controlling

Here are some phrases to help you project your preferred work style:

- "Give me scope and I'll get results."
- "I am ready to lead from the front when it comes to hard work."
- "Meeting people and getting things done are my two strengths."
- "I like taking overall responsibility."

# Explanation

## Individual Reports

### Assessment Results in Rank Order *(Only generated with 1 or more Observers)*

This report shows your overall team role ranking and each person's assessment. The top line shows the team role rank order from the Self-Perception Inventory with 1 being the top role and 9 the bottom. The lines underneath are each Observer's ranked order. If, for instance, three out of four Observers see "PL" in the number 1 position, then you are seen by those people as making a very strong "Plant" contribution. The overall ranking on the bottom line is the weighted addition of the Self-Perception rank order and the total of the Observers' rank order. So the number 1 role in the Overall Ranking will be seen as your main team-role contribution.

### Pie Charts of SPI versus Observers *(Only generated with 4 or more Observers)*

The left Pie Chart shows the roles which you like to play. The right Pie Chart shows the roles which others see you playing. There are bound to be differences, but take note of the top roles of both Self and Observers and see how they compare or contrast. The figures below the charts represent the percentage slice of the pie for each role.

### Self-Perception Team Role Profile

The Self-Perception Team Role Profile is based on your scoring of the Self-Perception Inventory. It shows on the right your "preferred roles", in the middle your "manageable roles", and to the left your "least preferred roles". It is measured to the exact percentage against the BELBIN® NORM database of over 5,600 SPIs from people in UK companies. So for example, if you come out as 100% "Shaper", it means that you very much aspire to play the "Shaper" role and that less than 1% of the people tested scored such a high mark for that role.

### Bar Graph of Observer Words *(Only generated with 4 or more Observers)*

The Bar Graph shows how other people see your team role contributions and is based on the total number of Observer words ticked. To the left of the line is the negative part of the role. This is what is called an allowable weakness, if you also have associated strengths.

### Counselling Report

This is probably the most frequently used report and certainly the most popular in terms of feedback. It is generated from the top two team roles and bottom team role in the overall ranking. The report offers advice on adopting a management style which fits in with your team role strengths and weaknesses.

### Character Profile

This report highlights your strengths and possible weaknesses and offers advice on job placement. Sentences are generated if certain team roles lie above or below specified percentages. It may not altogether be complimentary if certain team roles fall below a percentage. A rather bland profile will produce a short report, whilst an exaggerated profile will produce a much longer one. If used for recruitment, suggestions are made on questions to ask you, bearing in mind your team role profile.

### List of Observer Responses *(Only generated with 4 or more Observers)*

This is a list of the words used by Observers in descending order of frequency. The words at the top of this list are seen as some of your main strengths and behavioural characteristics most appreciated by others. It is normal to have zero marks for some words. Try to work with people who will cover what you lack.

### Personal Work Style

The pie chart shows four styles of working that would suit your team role strengths. These are based on combinations of your top roles displayed to the right of the chart. Use the suggested phrases to project your team role strengths to others.