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

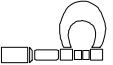
***Individual Profile
for
John Smith***



SELF-PERCEPTION TEAM ROLE PROFILE

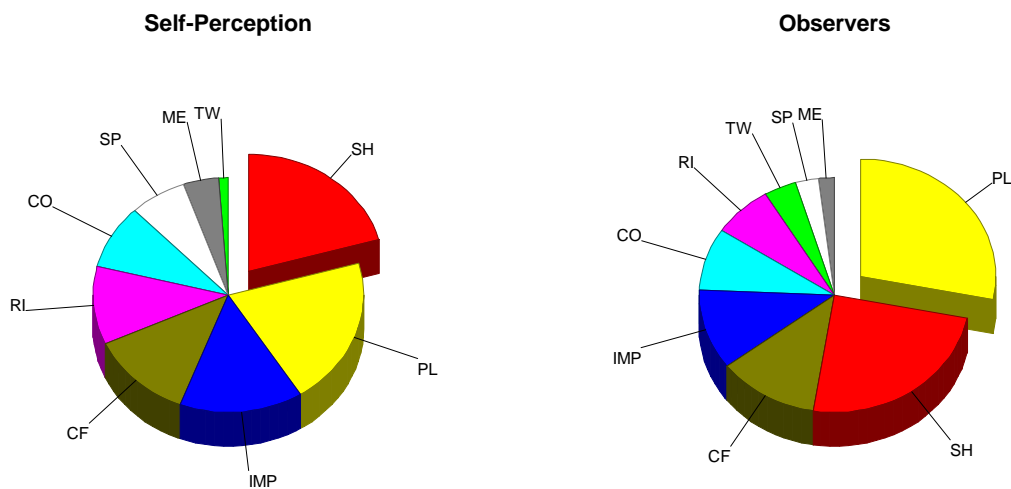
Name: John Smith

Organisation: Belbin Associates - Sample

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

PIE CHARTS OF SELF VERSUS OBSERVERS

Name : John Smith
 Organisation : Belbin Associates - Sample



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

		Self-Perception	Observers
PL	Plant	20.4	28.0
RI	Resource Investigator	10.7	7.2
CO	Co-ordinator	8.8	8.7
SH	Shaper	20.6	24.2
ME	Monitor Evaluator	4.3	1.9
TW	Teamworker	1.1	3.9
IMP	Implementer	14.7	11.1
CF	Completer Finisher	12.5	12.3
SP	Specialist	6.8	2.7

ASSESSMENT RESULTS IN RANKED ORDER

Candidate : John Smith
 Organisation : Belbin Associates - Sample

Assessment	Team roles :								
	1	2	3	4	5	6	7	8	9
Self-Perception	SH	PL	IMP	CF	RI	CO	SP	ME	TW
Observer 1	PL	SH	IMP	CO	CF	RI	SP	ME	TW
Observer 2	PL	SH	CF	CO	IMP	TW	RI	SP	ME
Observer 3	SH	PL	IMP	CF	RI	CO	TW	ME	SP
Observer 4	SH	PL	CF	IMP	CO	RI	SP	TW	ME
 OVERALL RANKING	 SH	 PL	 IMP	 CF	 CO	 RI	 SP	 TW	 ME

CHARACTER REPORT

Name : John Smith
Organisation : Belbin Associates - Sample

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

What is distinctive about my profile?

Your profile suggests that you have a strong sense of direction and a creative streak. Not only do you like producing ideas, but for you it is very important that they are put into operation. You respond well to difficult challenges, especially those that others would leave aside.

What is my personal contribution?

You are likely to contribute most when there are difficult problems to be tackled. Here you should try to build up your reputation, so that in time others will be able to rely on you. It is important that in whatever you undertake your basic drive shows through. Your profile is likely to be of greatest value in an environment where innovation is important and there is the possibility to direct others in pursuing your goals. However it is important to realise that it will take time to get to such a position. In the meantime, to develop your role, do not be afraid to explain to others when the occasion permits that 'I am not sure we are achieving all we can'. Similarly, make others aware of your position - 'wherever there is a problem, there is a solution'.

By allowing other people to recognise where your contribution lies, you are more likely to achieve personal fulfilment. Therefore it is important to present a clear image of yourself. If you do this successfully, you have a good chance of being respected for your independent views and strength of mind. However, there is a risk that others may view you as overbearing and even bossy in your desire to get things done. Therefore make sure you exercise adequate self-discipline. Give proper scope to the people around you. Do not attempt to do too much on your own. Show respect and restraint so that you are not viewed as a threat. Never win too many battles at any one time. Make sure that those around you are given the opportunity to work comfortably within their own preferred roles. By taking these measures, you are more likely to be appreciated and your strong points will come across without being let down by the areas in which you are not so strong.

How should I present myself at interviews?

When the time comes to enter the workplace, you will need to project a positive image of yourself at interviews. This can be achieved by talking about what you have been motivated by - for example, you might like to talk about how you like to develop ideas and then make them happen. You also like to achieve results. Illustrate what you are saying with evidence from an activity or study that you have undertaken. An interview is also the time for you to

CHARACTER REPORT

Name : John Smith
Organisation : Belbin Associates - Sample

find out about the opportunity on offer. Ask about the potential career path for individuals like you. How soon could you expect some responsibility? However, be careful not to give the impression that in your impatience you want to change everything indiscriminately.

How should I make the best out of my profile?

The remarks above may give some idea of how you can use your strengths to advantage. But bear in mind that the desired opportunities will not always be there. Sometimes you will have to bide your time, take on another role, and sacrifice your natural behaviour. You should learn to do this in a disciplined way until the right openings occur. It is part of life that, for a while, all may not go in the direction you would wish. So consider the advantages of working with someone who is good in areas where you are weak. Such co-operation will leave intact your sense of personal identity, while allowing you to develop your interpersonal skills.

In your particular case, there is one area where you may need some help or support. Your need for personal involvement means that you are unsuited to the regular analysis of facts and figures, to monitoring progress and offering advice to others objectively. If you work closely with someone who is good at looking at all possibilities fairly and squarely, you are likely to gain in personal effectiveness.

What image do I currently project?

People tend to be more successful in life when they project themselves accurately. Others then know what to expect. People can then feel confident that they can trust you to behave as expected. So you should consider how your view of your own best role or roles corresponds with the view of others. Take a look at the Figures which summarise the picture - **Assessment Results in Ranked Order** and **Pie Chart of Self versus Observers**. The roles are presented so that you can compare the way in which you see yourself and the way in which others see you. In your case the two projections fit well together. Your personal strengths, as you understand them, are well supported by the views of others.

Another way of seeing how you are regarded is to examine the list of observations - **List of Observers' Responses**. Generally you are regarded as an individual who is challenging, creative, disciplined, imaginative, innovative, loyal, and perfectionist. You are also noted as being impatient. This need not be a disadvantage if you are able to foster a sense of urgency when there is a need to get something done. However, it could be a disadvantage if your impatience is interpreted as having scant regard for others.

CHARACTER REPORT

Name : John Smith
Organisation : Belbin Associates - Sample

Moving forward

Ask yourself whether you are happy with the picture these figures project. Do not get worried if some personal qualities are not seen at all. That may only mean that others may not have had a chance to see them. What is more important is how you are seen already. That is something on which you can build. Or you may feel you want to change the image. In that case you may need to change your visible behaviour. At your age you have time in which to bring this about. Later on it may be more difficult. So work out your strategy and discuss it with those who are close to you.

LIST OF OBSERVERS' RESPONSES

Name : John Smith
 Organisation : Belbin Associates - Sample

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

Word	Score
imaginative	6
innovative	5
challenging	5
loyal	5
creative	5
perfectionist	4
disciplined	4
impatient	4
original	3
inquisitive	3
broad in outlook	3
calm & confident	3
clever	3
tough	2
thorough	2
forceful	2
diplomatic	2
persistent	2
practical	2
accurate	2
up-in-the-clouds	2
competitive	2
encouraging of others	2
outspoken	1
provocative	1
socially ambitious	1
interested in technicalities	1
adaptable	1
co-operative	1
seizes opportunities	1
knowledgeable	1
conscious of priorities	1
efficient	1
well organised	1

LIST OF OBSERVERS' RESPONSES

Name : John Smith
Organisation : Belbin Associates - Sample

forgetful	1
persuasive	1
caring	1
logical	1
realistic	1
aggressive	1
conscientious	1
dedicated to study	0
observant	0
fair	0
single-minded	0
sharp minded	0
good at getting people to do things	0
easily bored	0
fearful of conflict	0
frightened of failure	0
fussy	0
lazy	0
manipulative	0
over-sensitive	0
possessive	0
remote	0
sceptical	0
unorthodox	0
enterprising	0
self-reliant	0
outgoing	0
analytical	0
indecisive	0
not interested in others	0
resistant to change	0
critical	0
pessimistic	0
slow-moving	0
unadventurous	0
erratic	0
impulsive	0
inflexible	0