



Introducing the latest generation of Belbin assessments and reports

Providing a common language and a user friendly approach to improving the performance of individuals and teams by:

- Enhancing self awareness and personal effectiveness
- Fostering mutual understanding and building productive working relationships
- Building high performing teams
- Matching people to the right jobs

Provided by:
CERT Consultancy & Training
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Introducing the new generation of Belbin assessments and reports

Over a period of 20 years Dr Meredith Belbin has researched the subject of "Team Roles" - clusters of behaviour that relate to an individual's natural tendencies in the way they interrelate with others.

Dr Belbin's self scoring Self Perception Inventory (SPI) has been used extensively throughout the world to help bring about improvements in individual and team performance.

Now the latest assessments used in conjunction with the e-interplace computer system provides a much wider capability by offering reliable advice on the complex issue of maximising the performance of individuals and teams in today's demanding work environment.

What advantages do the new assessments offer?

Firstly, the latest version of the SPI incorporates a series of control questions which provides an indication of the robustness of the resultant profile.

More radically though there are three completely new assessments:

- The Observer Assessment - providing a multi-perspective feedback
- The Job Requirement Assessment – for defining the Team Role demands of a job
- The Job Observation - providing analysis of the critical behaviours required for a given job

Using these assessments with the e-interplace computer system makes it very affordable and practical to access valuable advice and diagnostic information on complex human resource issues:

- Enhancing self awareness and improving personal effectiveness
- Fostering mutual trust and understanding and building productive working relationships between work colleagues
- Building high performing teams
- Enhancing selection and career planning practices

How much does it cost to use the latest assessments?

The simple answer is very little for something that has proved to be of such value. Prices start at only £25 for an individual self perception report if you use our pay-as-you-use service described on page 2. Alternatively you can purchase the e-interplace software and generate your own reports if you require large quantities. The option becomes cost effective for volumes of around 100+ reports as it brings the price down to around £15 per report. (If you would like more information about buying the e-interplace system please contact us.)

CERT'S Pay-As-You-Use profiling service makes it possible for any organisation, no matter how small, to use the latest Belbin Team Role profile reports



INDIVIDUAL REPORTS WITHOUT OBSERVER ASSESSMENT £25 PER PERSON

Processing Self Perception Inventory answers and providing the following reports:

Team Role Profile
Character Report
Counselling Report
Personal Work Style Report

New online facility for completing the Belbin assessments now available. Please contact us for details if you wish to use this facility.

INDIVIDUAL REPORTS WITH OBSERVER ASSESSMENTS - £35 PER PERSON

Processing Self Perception Inventory answers and up to 6 Observer Assessments

Preparation of following reports:

Team Role Profile	Character Report
Counselling Report	Personal Work Style Report
Pie Chart of Self and Observer Assessments*	Assessment Results in Ranked Order*
Bar Graph of Observer Assessments*	List of Observer Responses *

* These reports only supplied when 4 or more Observer Assessments provided.

TEAM REPORTS - £20 PER REPORT

Preparation of Team Role Combination report for groups of 3 to 15 named people for whom we hold individual profiles.

WORKING RELATIONSHIP REPORTS - £10 PER REPORT

Preparation of text and chart showing the Team Role chemistry between any two people for whom we hold individual profiles.

JOB REPORTS - £10 PER REPORT

Processing Job Requirement Assessment and up to 6 Job Observer Assessments

Preparation of following reports:

Job Direct Report and Job Counselling Report

If your requirements are likely to be extensive it may be in your interest to buy the Belbin e-interplace software. Please contact us for full details.

JOB/CANDIDATE MATCH REPORTS - £10 PER JOB/PERSON

Preparation of following reports:

Candidate Compatibility with Job Report*
Candidate Suitability with Job Report*#

* Only available for people for whom individual reports have been prepared.

Only available for people for whom 4 or more Observer Assessments have been provided.

Terms

Reports are normally sent within 2 working days. Special arrangements can be made for quicker turnaround by pre-booking 14 days in advance.

All charges include sending reports by email in pdf format. Additional charges, at cost to us, will apply for reports sent by post, special courier service or by fax.

All charges are subject to VAT for UK and EU orders. (EU clients providing a valid VAT registration number can be invoiced ex VAT)

CERT Consultancy & Training Little Gringley Retford Notts DN22 0DU United Kingdom
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The latest generation of assessments using self reporting and observer feedback for a multi-perspective and robust indication of a person's natural behavioural tendencies using the Belbin Team Role model

BELBIN SELF-PERCEPTION INVENTORY

For each section distribute a total of ten marks among the sentences which you think most accurately describe your behaviour. These marks may be distributed among several sentences; in extreme cases they might be spread among all the sentences or 10 marks may be given to a single sentence. However try and avoid either extreme. Enter the points in the INTERPLACE answer sheet provided.

I. WHAT I BELIEVE I CAN CONTRIBUTE TO A TEAM:

- 1.0 I think I can quickly see and take advantage of new opportunities.
- 1.1 My comments both on general and specific points are well received.
- 1.2 I can work well with a very wide range of people.
- 1.3 Producing ideas is one of my natural assets.
- 1.4 My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives.
- 1.5 I can be relied upon to finish any task I undertake.
- 1.6 My technical knowledge and experience are usually my major assets.
- 1.7 I am prepared to be blunt and outspoken in the cause of making the right things happen.
- 1.8 I can usually tell whether a plan or idea will fit a particular situation.
- 1.9 I can offer a reasoned and unbiased case for alternative courses of action.

II. IF I HAVE A POSSIBLE SHORTCOMING IN TEAM WORK, IT COULD BE THAT:

- 2.0 I am not at ease unless meetings are well structured and controlled and generally well conducted.
- 2.1 I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing.
- 2.2 I am reluctant to contribute unless the subject contains an area I know well.
- 2.3 I have a tendency to talk a lot once the group gets on to a new topic.
- 2.4 I am inclined to undervalue the importance of my own contributions.

- 2.5 My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues.
- 2.6 I am sometimes seen as forceful and authoritarian when dealing with important issues.
- 2.7 I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere.
- 2.8 I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.
- 2.9 I am reluctant to express my opinions on proposals or plans that are incomplete or insufficiently detailed.

III. WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

- 3.0 I have an aptitude for influencing people without pressurising them.
- 3.1 I am generally effective in preventing careless mistakes or omissions from spoiling the success of an operation.
- 3.2 I like to press for action to make sure that the meeting does not lose sight of the main objective.
- 3.3 I can be counted on to contribute something original.
- 3.4 I am always ready to back a good suggestion in the common interest.
- 3.5 One can be sure I will just be my natural self.
- 3.6 I am quick to see the possibilities in new ideas and developments.
- 3.7 I try to maintain my sense of professionalism.
- 3.8 I believe my capacity for judgement can help to bring about the right decisions.
- 3.9 I can be relied on to bring an organised approach to the demands of a job.

**IV. MY CHARACTERISTIC
APPROACH TO GROUP WORK
IS THAT:**

- 4.0 I maintain a quiet interest in getting to know colleagues better.
- 4.1 I contribute where I know what I am talking about.
- 4.2 I am not reluctant to challenge the view of others or to hold a minority view myself.
- 4.3 I can usually find an argument to refute unsound propositions.
- 4.4 I think I have a talent for making things work once a plan has been put into operation.
- 4.5 I prefer to avoid the obvious and to open up lines that have not been explored.
- 4.6 I bring a touch of perfectionism to any job I undertake.
- 4.7 I like to be the one who makes contacts outside the group or firm.
- 4.8 I enjoy the social side of working relationships.
- 4.9 While I am interested in hearing all views I have no hesitation in making up my mind once a decision has to be made.

**V. I GAIN SATISFACTION
IN A JOB BECAUSE:**

- 5.0 I enjoy analysing situations and weighing up all the possible choices.
- 5.1 I am interested in finding practical solutions to problems.
- 5.2 I like to feel I am fostering good working relationships.
- 5.3 I can have a strong influence on decisions.
- 5.4 I have a chance of meeting new people with different ideas.
- 5.5 I can get people to agree on priorities.
- 5.6 I feel I am in my element where I can give a task my full attention.
- 5.7 I can find an opportunity to stretch my imagination.
- 5.8 I feel that I am using my special qualifications and training to advantage.
- 5.9 I usually find a job gives me the chance to express myself.

**VI. IF I AM SUDDENLY GIVEN A
DIFFICULT TASK WITH LIMITED
TIME and UNFAMILIAR PEOPLE:**

- 6.0 I usually succeed in spite of the circumstances.
- 6.1 I like to read up as much as I conveniently can on a subject.
- 6.2 I would feel like devising a solution of my own and then trying to sell it to the group.
- 6.3 I would be ready to work with the person who showed the most positive approach.
- 6.4 I would find some way of reducing the size of the task by establishing how different individuals can contribute.
- 6.5 My natural sense of urgency would help to ensure that we did not fall behind schedule.
- 6.6 I believe I would keep my cool and maintain my capacity to think straight.
- 6.7 In spite of conflicting pressures I would press ahead with whatever needed to be done.
- 6.8 I would take the lead if the group was making no progress.
- 6.9 I would open up discussions with the view to stimulating new thoughts and getting something moving.

**VII. WITH REFERENCE TO THE
PROBLEMS I EXPERIENCE WHEN
WORKING IN GROUPS:**

- 7.0 I am apt to overreact when people hold up progress.
- 7.1 Some people criticise me for being too analytical.
- 7.2 My desire to check that we get the important details right is not always welcome.
- 7.3 I tend to show boredom unless I am actively engaged with stimulating people.
- 7.4 I find it difficult to get started unless the goals are clear.
- 7.5 I am sometimes poor at putting across complex points that occur to me.
- 7.6 I am conscious of demanding from others the things I cannot do myself.
- 7.7 I find others do not give me enough opportunity to say all I want to say.
- 7.8 I am inclined to feel I am wasting my time and would do better on my own.
- 7.9 I hesitate to express my personal views in front of difficult or powerful people.

BELBIN SELF-PERCEPTION INVENTORY

ANSWER SHEET

Surname [print]:	Sex: M / F
First Name [print]:	
Organization:	
Department:	Date: / /

DIRECTIONS: For each section distribute a total of exactly 10 points between the sentences that you think most accurately describe your behaviour. These points may be distributed between several sentences.

Try to avoid both extremes of giving one sentence all ten points or allocating one point to every sentence in each section.

Please allocate whole numbers only - no fractions or decimals. If you have no points to allocate to a sentence, please leave the box blank.

SECTION I	SECTION II	SECTION III	SECTION IV	SECTION V	SECTION VI	SECTION VII		
MARK	MARK	MARK	MARK	MARK	MARK	MARK	MARK	MARK
1.0	2.0	3.0	4.0	5.0	6.0	7.0		
1.1	2.1	3.1	4.1	5.1	6.1	7.1		
1.2	2.2	3.2	4.2	5.2	6.2	7.2		
1.3	2.3	3.3	4.3	5.3	6.3	7.3		
1.4	2.4	3.4	4.4	5.4	6.4	7.4		
1.5	2.5	3.5	4.5	5.5	6.5	7.5		
1.6	2.6	3.6	4.6	5.6	6.6	7.6		
1.7	2.7	3.7	4.7	5.7	6.7	7.7		
1.8	2.8	3.8	4.8	5.8	6.8	7.8		
1.9	2.9	3.9	4.9	5.9	6.9	7.9		
TOTAL	10	10	10	10	10	10	10	70

BELBIN OBSERVER ASSESSMENT

Name of Observer:	Name of Observed:
Organization:	Organization:
Department:	Department:

Date: / / **Relationship of the Observer to the Observed:** Boss/Subordinate/Colleague

Tick the words from List A that you think are descriptive of the person being observed. If you think a word is very descriptive, give a double tick (✓✓). Should you consider that there is a shortage of appropriate words then add some of your own.

Now tick any of the words in List B if you believe them to be at least partly applicable. The instructions are otherwise the same as for List A.

On List A - Do not give more than 33 ticks (double ticks count as 2), less than 6 ticks or more than 7 double ticks.

On List B - Do not give over 19 ticks or more ticks on List B than A.

LIST A

LIST B

accurate	1	<input type="checkbox"/>	knowledgeable	26	<input type="checkbox"/>	aggressive	1	<input type="checkbox"/>
adaptable	2	<input type="checkbox"/>	logical	27	<input type="checkbox"/>	critical	2	<input type="checkbox"/>
analytical	3	<input type="checkbox"/>	loyal	28	<input type="checkbox"/>	easily bored	3	<input type="checkbox"/>
broad in outlook	4	<input type="checkbox"/>	observant	29	<input type="checkbox"/>	empire-building	4	<input type="checkbox"/>
calm and confident	5	<input type="checkbox"/>	opportunistic	30	<input type="checkbox"/>	erratic	5	<input type="checkbox"/>
caring	6	<input type="checkbox"/>	original	31	<input type="checkbox"/>	fearful of conflict	6	<input type="checkbox"/>
challenging	7	<input type="checkbox"/>	outgoing	32	<input type="checkbox"/>	forgetful	7	<input type="checkbox"/>
clever	8	<input type="checkbox"/>	outspoken	33	<input type="checkbox"/>	frightened of failure	8	<input type="checkbox"/>
competitive	9	<input type="checkbox"/>	perfectionist	34	<input type="checkbox"/>	fussy	9	<input type="checkbox"/>
conscientious	10	<input type="checkbox"/>	persistent	35	<input type="checkbox"/>	impatient	10	<input type="checkbox"/>
conscious of priorities	11	<input type="checkbox"/>	persuasive	36	<input type="checkbox"/>	impulsive	11	<input type="checkbox"/>
consultative	12	<input type="checkbox"/>	practical	37	<input type="checkbox"/>	indecisive	12	<input type="checkbox"/>
co-operative	13	<input type="checkbox"/>	professionally dedicated	38	<input type="checkbox"/>	inflexible	13	<input type="checkbox"/>
creative	14	<input type="checkbox"/>	realistic	39	<input type="checkbox"/>	insular	14	<input type="checkbox"/>
diplomatic	15	<input type="checkbox"/>	self-reliant	40	<input type="checkbox"/>	laid back	15	<input type="checkbox"/>
disciplined	16	<input type="checkbox"/>	shrewd	41	<input type="checkbox"/>	manipulative	16	<input type="checkbox"/>
efficient	17	<input type="checkbox"/>	single-minded	42	<input type="checkbox"/>	not interested in others	17	<input type="checkbox"/>
encouraging of others	18	<input type="checkbox"/>	technically skilful	43	<input type="checkbox"/>	over-sensitive	18	<input type="checkbox"/>
enterprising	19	<input type="checkbox"/>	tough	44	<input type="checkbox"/>	provocative	19	<input type="checkbox"/>
good at follow through	20	<input type="checkbox"/>	well organised	45	<input type="checkbox"/>	reluctant to delegate	20	<input type="checkbox"/>
hard-driving	21	<input type="checkbox"/>				resistant to change	21	<input type="checkbox"/>
imaginative	22	<input type="checkbox"/>				sceptical	22	<input type="checkbox"/>
impartial	23	<input type="checkbox"/>				slow-moving	23	<input type="checkbox"/>
innovative	24	<input type="checkbox"/>				territorial	24	<input type="checkbox"/>
inquisitive	25	<input type="checkbox"/>				unadventurous	25	<input type="checkbox"/>
						unorthodox	26	<input type="checkbox"/>
						up-in-the-clouds	27	<input type="checkbox"/>

BELBIN JOB REQUIREMENTS

Job Title:

Name of Assessor:

Date: / /

The object of this exercise is to identify the "make or break" features of jobs in terms that can be related to people characteristics. After establishing the profile of the job the search can begin for candidates who have matching personal characteristics. **The results are not valid unless the person who completes the exercise is directly responsible for the job concerned or for the composition of the team.**

To complete the Job Requirements it is important to bear in mind the meaning of the five ratings as they apply to the job factors.

RATING	GRADE	DESCRIPTION
CRITICAL	A	means essential for a really good job performance or difficult to find at the required standard.
IMPORTANT	B	indicates something needed for a satisfactory performance although this capacity is not rare among qualified candidates.
USEFUL	C	refers to characteristics that may be welcome in a general sense but which do not necessarily contribute a great deal to performance on the job.
IRRELEVANT	D	covers characteristics that are neutral in the sense that they would confer on the possessor neither an advantage nor a disadvantage in the job.
UNHELPFUL	E	denotes a requirement which if fully met by the job possessor might detract from performance.

The sixteen factors are defined below. The two jobs in brackets that follow the definition indicate jobs where that factor is likely to apply, although any job title may mask actual job content. After the completion of grading the sixteen factors according to the Job demands, indicate below the **three most important factors** in order of preference:

OF THE 16 FACTORS ASSESSED THE 3 MOST IMPORTANT ARE:

1st

2nd

3rd

Section I	TASK DEMANDS	Grade
1. Autonomy:	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. <i>(Medical Consultant, Sculptor)</i>	
2. Assiduity:	In order to do the job adequately the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. <i>(Market Gardener, Door-to-door Salesman)</i>	
3. Meticulousness:	The job requires consistent high quality work in circumstances where the consequences of failure could be serious. <i>(Surgeon, Auditor)</i>	
4. Preparedness:	The job demands that much time and attention are given to anticipating needs, forward planning and practical preparation. <i>(Stock Controller, Maintenance Engineer)</i>	

Section II DEALING WITH PEOPLE		Grade
5. Ascendency:	The job entails direct control over others, providing a lead and being ready to take potentially unpopular decisions, if need be, when dealing with subordinates. <i>(Army Officer, Football Manager)</i>	
6. Co-ordination:	The job involves steering or helping to steer, often in group situations, people drawn from different jobs or positions in a hierarchy, towards some common agreed objectives. <i>(Chief Education Officer, Town Planner)</i>	
7. Diplomacy:	The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. <i>(Industrial Relations Negotiator, Complaints Department Executive)</i>	
8. Making Contacts:	The social relationships most likely to bring success in the job are those which the job holder initiates rather than those which arise out of the established work group. <i>(Sales Manager, Field Technical Adviser)</i>	

Section III WORK CONDITIONS AND CONSTRAINTS		Grade
9. Robustness:	The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. <i>(Newspaper Editor, Production Shift Supervisor)</i>	
10. Tolerance of Routine:	Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed adequately and cannot be passed on to others. <i>(College Principal or Registrar, Proof-reader)</i>	
11. Tolerance of Uncertainty:	The job is one where the holder is faced with ambiguous or rapidly changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. <i>(Entrepreneur, Buyer in the Fashion Trade)</i>	
12. Shared Responsibilities:	The job lacks defined boundaries. Much time needs to be spent in the job "territories" of others with a view to joint responsibility for the outcome of shared work. <i>(Safety Manager, Group Project Engineer)</i>	

Section IV MENTAL ABILITY, EXPERIENCE AND TRAINING		Grade
13. Originality:	The job entails opening up new ground. Success depends on an imaginative and creative approach. <i>(Advertising Executive, Research Worker)</i>	
14. Analysis:	The job demands the ability and willingness to interpret complex material and to understand difficult concepts. <i>(Solicitor, Computer Programmer)</i>	
15. Experience and Expertise:	Effectiveness in the job depends more on intensive training and/or protracted experience than on natural aptitude. <i>(Precision Engineer, Export Agent)</i>	
16. Strategic Overview:	The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. <i>(Computer Consultant, Stockbroker)</i>	

BELBIN JOB OBSERVATION

Job Title:

Name of Assessor:

Date: / /

LIST A:

Place a tick (✓) against up to ten words which you consider to be essential characteristics needed in this particular job.

THEN IDENTIFY BELOW THE THREE MOST IMPORTANT OF THE WORDS THAT YOU HAVE IDENTIFIED.

LIST B:

Place a tick (✓) against up to three characteristics which you feel would detract from the job.

LIST A

LIST B

accurate	1	<input type="checkbox"/>	knowledgeable	26	<input type="checkbox"/>	aggressive	1	<input type="checkbox"/>
adaptable	2	<input type="checkbox"/>	logical	27	<input type="checkbox"/>	critical	2	<input type="checkbox"/>
analytical	3	<input type="checkbox"/>	loyal	28	<input type="checkbox"/>	easily bored	3	<input type="checkbox"/>
broad in outlook	4	<input type="checkbox"/>	observant	29	<input type="checkbox"/>	empire-building	4	<input type="checkbox"/>
calm and confident	5	<input type="checkbox"/>	opportunistic	30	<input type="checkbox"/>	erratic	5	<input type="checkbox"/>
caring	6	<input type="checkbox"/>	original	31	<input type="checkbox"/>	fearful of conflict	6	<input type="checkbox"/>
challenging	7	<input type="checkbox"/>	outgoing	32	<input type="checkbox"/>	forgetful	7	<input type="checkbox"/>
clever	8	<input type="checkbox"/>	outspoken	33	<input type="checkbox"/>	frightened of failure	8	<input type="checkbox"/>
competitive	9	<input type="checkbox"/>	perfectionist	34	<input type="checkbox"/>	fussy	9	<input type="checkbox"/>
conscientious	10	<input type="checkbox"/>	persistent	35	<input type="checkbox"/>	impatient	10	<input type="checkbox"/>
conscious of priorities	11	<input type="checkbox"/>	persuasive	36	<input type="checkbox"/>	impulsive	11	<input type="checkbox"/>
consultative	12	<input type="checkbox"/>	practical	37	<input type="checkbox"/>	indecisive	12	<input type="checkbox"/>
co-operative	13	<input type="checkbox"/>	professionally dedicated	38	<input type="checkbox"/>	inflexible	13	<input type="checkbox"/>
creative	14	<input type="checkbox"/>	realistic	39	<input type="checkbox"/>	insular	14	<input type="checkbox"/>
diplomatic	15	<input type="checkbox"/>	self-reliant	40	<input type="checkbox"/>	laid back	15	<input type="checkbox"/>
disciplined	16	<input type="checkbox"/>	shrewd	41	<input type="checkbox"/>	manipulative	16	<input type="checkbox"/>
efficient	17	<input type="checkbox"/>	single-minded	42	<input type="checkbox"/>	not interested in others	17	<input type="checkbox"/>
encouraging of others	18	<input type="checkbox"/>	technically skilful	43	<input type="checkbox"/>	over-sensitive	18	<input type="checkbox"/>
enterprising	19	<input type="checkbox"/>	tough	44	<input type="checkbox"/>	provocative	19	<input type="checkbox"/>
good at follow through	20	<input type="checkbox"/>	well organised	45	<input type="checkbox"/>	reluctant to delegate	20	<input type="checkbox"/>
hard-driving	21	<input type="checkbox"/>				resistant to change	21	<input type="checkbox"/>
imaginative	22	<input type="checkbox"/>				sceptical	22	<input type="checkbox"/>
impartial	23	<input type="checkbox"/>				slow-moving	23	<input type="checkbox"/>
innovative	24	<input type="checkbox"/>				territorial	24	<input type="checkbox"/>
inquisitive	25	<input type="checkbox"/>				unadventurous	25	<input type="checkbox"/>
						unorthodox	26	<input type="checkbox"/>
						up-in-the-clouds	27	<input type="checkbox"/>

The Three Most Important Words from List A are (by factor number):

1st










2nd

3rd

Examples of reports available to enhance self awareness and personal effectiveness based on self perception only

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	 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 other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	X	.	 Shaper Challenging, dynamic, thrives on pressure. Has 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.

BELBIN

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, persuasive, and practical.

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 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.

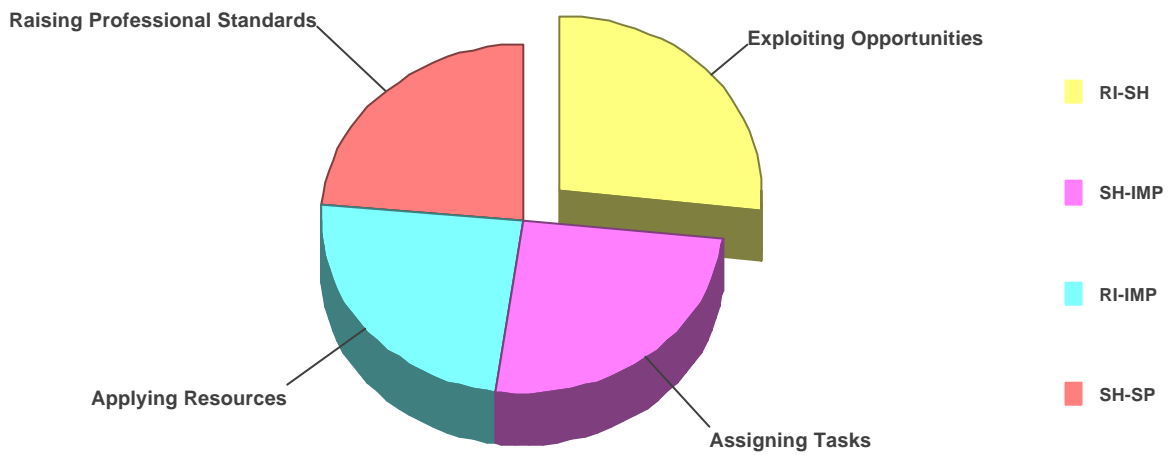


PERSONAL WORK STYLE

Name Barrie Watson
Organisation CERT Consultancy & Training
Department 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.



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 believe I have the determination to improve standards."

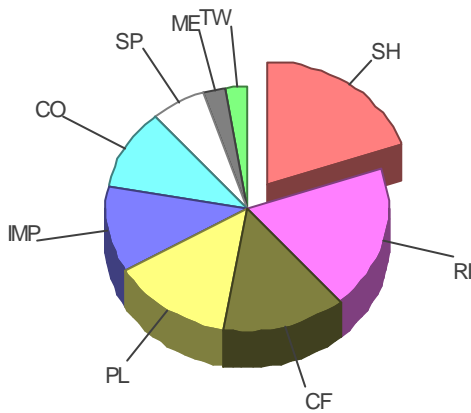
Examples of additional reports available to enhance self awareness and personal effectiveness based on self and observer assessments



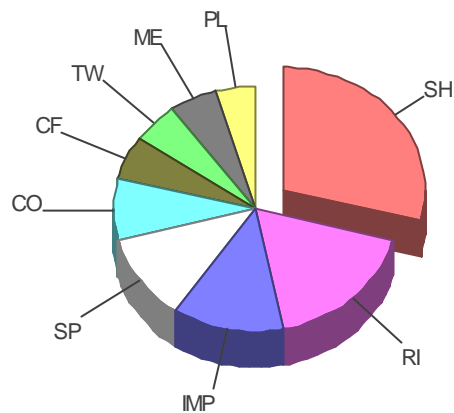
Pie Chart of SPI versus Observer Data

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	4.6
RI	Resource Investigator	18.8	17.9
CO	Co-ordinator	10.8	8.2
SH	Shaper	19.7	29.0
ME	Monitor Evaluator	2.5	5.3
TW	Teamworker	2.5	5.4
IMP	Implementer	11.4	12.6
CF	Completer Finisher	14.1	5.8
SP	Specialist	6.3	11.2



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	SP	CF	ME	PL	TW	RI	CO	
Jim Williams	SH	RI	IMP	CO	SP	TW	ME	CF	PL	
Geoff Rampe	SH	RI	TW	CO	SP	IMP	CF	ME	PL	
Nick Hicks	SH	RI	SP	CO	PL	IMP	ME	CF	TW	
OVERALL RANKING	SH	RI	IMP	SP	CO	CF	PL	ME	TW	

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

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

Example of report available to foster higher levels of mutual understanding and build productive working relationships

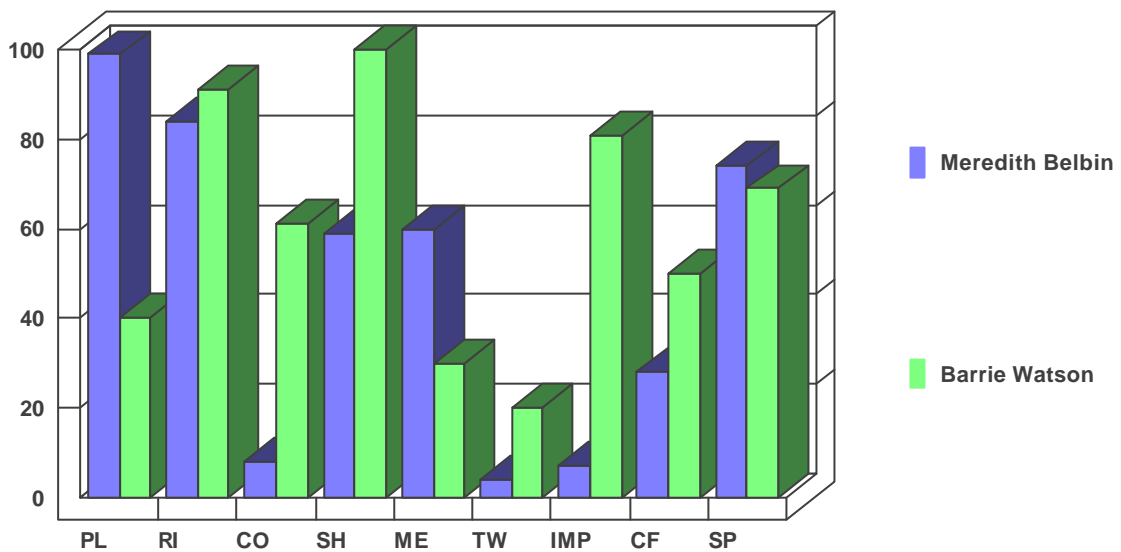


CANDIDATES' WORKING RELATIONSHIPS

First: Meredith Belbin, Belbin Associates
Second: Barrie Watson, CERT Consultancy & Training, Consultancy

Meredith Belbin is a colleague of Barrie Watson.

Please note that large differences in personal calibre, or strongly held viewpoints, may over-ride any of these forecasts based on team role chemistry.



A problematic duo. Ideas versus action without the action being necessarily based on the ideas. May result in friction and a struggle for dominance. On the other hand given a higher than average degree of mutual tolerance this combination could become a strong innovative driving force.

Examples of team diagnostic and advisory reports available for team building and team development purposes



OVERVIEW OF TEAM-ROLE PROFILES

Team : Unbalanced Team

Blair, Tony: PERSONALITIES

SPI Test Date 26/01/1996

Self-Perception	RI	SH	ME	TW	PL	CO	CF	IMP	SP
Observations (14)	SH	RI	PL	CO	SP	IMP	ME	TW	CF
Overall	SH	RI	PL	CO	ME	SP	IMP	TW	CF

Clinton, Bill: PERSONALITIES

SPI Test Date 19/06/2000

Self-Perception	RI	SH	PL	CO	CF	ME	IMP	TW	SP
Observations (14)	RI	PL	SH	CO	TW	ME	SP	IMP	CF
Overall	RI	PL	SH	CO	TW	ME	SP	IMP	CF

Reagan, Ronald: Personalities

SPI Test Date 07/10/2004

Self-Perception	RI	CO	TW	SH	PL	SP	CF	IMP	ME
Observations									
Overall									

Thatcher, Margaret: PERSONALITIES

SPI Test Date 17/02/1993

Self-Perception	SH	ME	IMP	RI	PL	CF	CO	SP	TW
Observations (11)	SH	SP	RI	ME	IMP	PL	CO	CF	TW
Overall	SH	SP	ME	RI	PL	IMP	CF	CO	TW

TEAM REPORT

Tony Blair
Bill Clinton
Ronald Reagan
Margaret Thatcher

The selected candidates are members of Unbalanced Team

This team contains several members with restless energy who like to get things moving. They may become frustrated in slow-moving situations. Unless the pace quickens, interest is liable to flag. For this reason any meetings should be lively, the agenda should be kept short, and crisp, clear decisions should follow any debate. The team as a whole is more geared to seizing opportunities than to detailed planning.

In allocating tasks and functions within this team, we would suggest:

Tony Blair

- is the person best suited to overcoming obstacles and opposition, creating a sense of urgency and ensuring that talk is turned into worthwhile action.
- should be appointed the organizer, responsible for the procedures and practical steps to be taken once the team reaches significant decisions.

Bill Clinton

- should do most of the problem solving or be responsible for generating any new strategies or ideas and proposing solutions to the rest of the team.
- should be responsible for developing outside contacts and exploring any new opportunities. Needs to be given a chance to conduct negotiations but must report back to the group.

Ronald Reagan

- may be the best person to co-ordinate group effort, ensure that everyone has a useful role and that the team works towards a common and agreed goal.
- should use versatile qualities to help with any features of the work that others cannot manage, and employ diplomatic skills to overcome conflict.

Margaret Thatcher

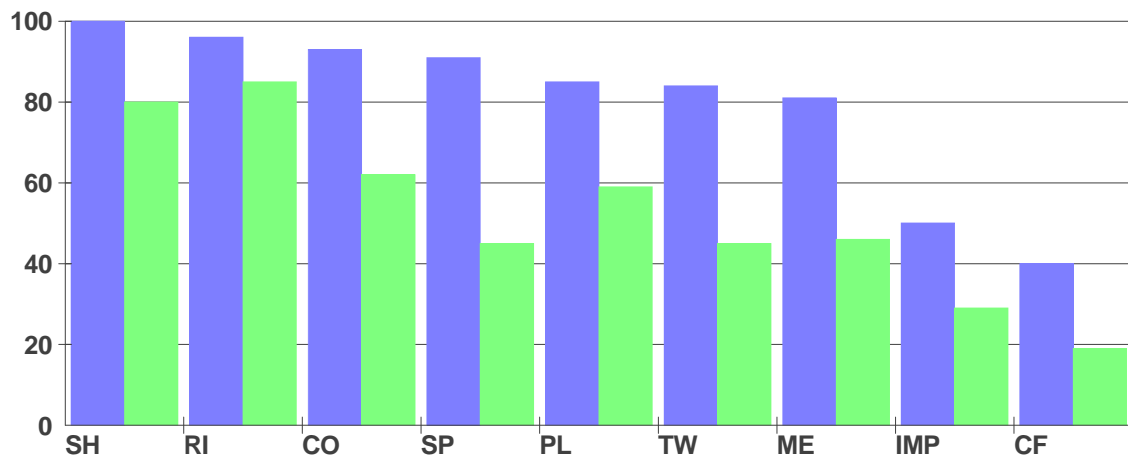
- should be made responsible for ensuring that all worthwhile options are considered by the team. Needs a key role in planning. An arbiter in the event of controversy.
- should ensure that the team's work meets the necessary deadlines and conforms to the highest standards. Responsible for ensuring that there are no inaccuracies or errors.



TEAM REPORT

Tony Blair
 Bill Clinton
 Ronald Reagan
 Margaret Thatcher

The selected candidates are members of Unbalanced Team



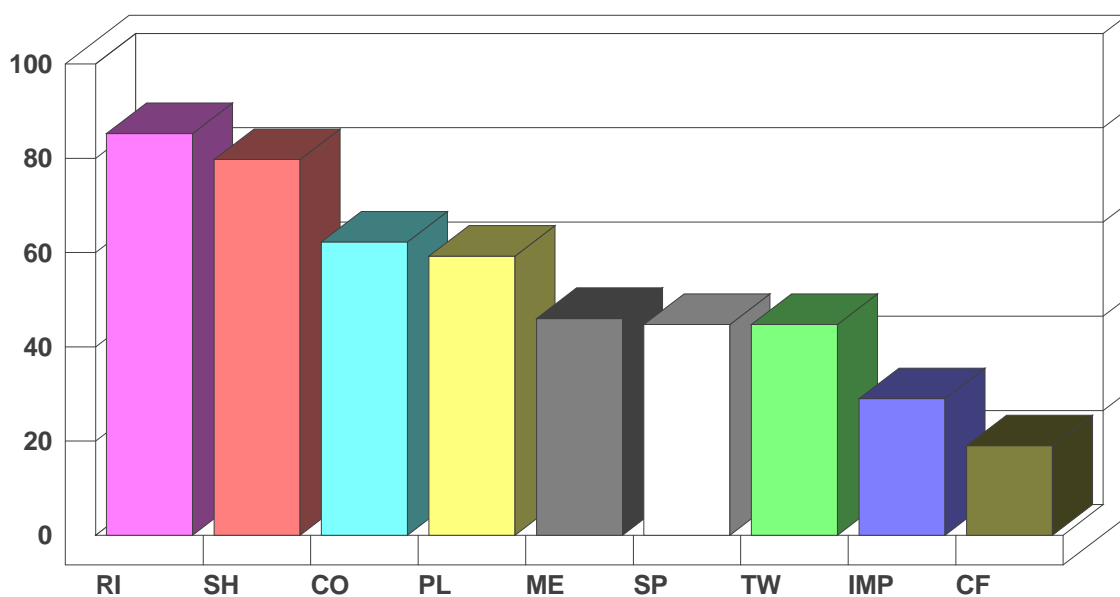
For each pair of bars, the bar on the left represents the individual with the highest overall score in that Team Role. The bar on the right represents the group's average score.

BELBIN

GROUP: TEAM-ROLE AVERAGES

Team : Unbalanced Team

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



Number of Candidates : 4
 Number of Observations : 39

The strongest feature of this group is its outward looking nature and its readiness to engage in social contacts. Its members are capable of thriving on discussion and interacting in a way that brings about progress for the group as a whole.

The worst scenario is that the group fails to finish what it started. Through errors or omissions it may disappoint its customers or clients. The group may benefit by trying to find someone who is content to work on matters of detail and follow through.

BELBIN**GROUP: MOST HIGHLY RATED OBSERVER RESPONSES****Team : Unbalanced Team**

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

clever	39	inflexible	12
calm & confident	38	unorthodox	12
opportunistic	37	easily bored	11
manipulative	36	encouraging of others	11
outspoken	35	consultative	11
shrewd	33	innovative	10
competitive	33	observant	10
tough	31	creative	9
hard driving	31	practical	9
persuasive	31	logical	9
aggressive	31	technically skilful	8
outgoing	30	territorial	8
professionally dedicated	30	realistic	8
broad in outlook	29	up-in-the-clouds	8
diplomatic	26	not interested in others	8
conscious of priorities	26	conscientious	8
knowledgeable	25	erratic	7
single-minded	24	frightened of failure	7
challenging	24	accurate	6
enterprising	22	original	5
disciplined	22	good at follow through	5
empire building	22	slow-moving	5
well organised	21	perfectionist	4
adaptable	20	reluctant to delegate	4
provocative	19	fussy	4
critical	19	indecisive	4
self-reliant	18	sceptical	3
persistent	17	co-operative	3
impatient	17	forgetful	2
analytical	16	insular	2
impulsive	16	over-sensitive	2
efficient	15	fearful of conflict	2
loyal	15	laid back	2
inquisitive	14	resistant to change	2
caring	13	unadventurous	2
imaginative	12	impartial	0

Number of observed Candidates : 3

Number of Observations : 39

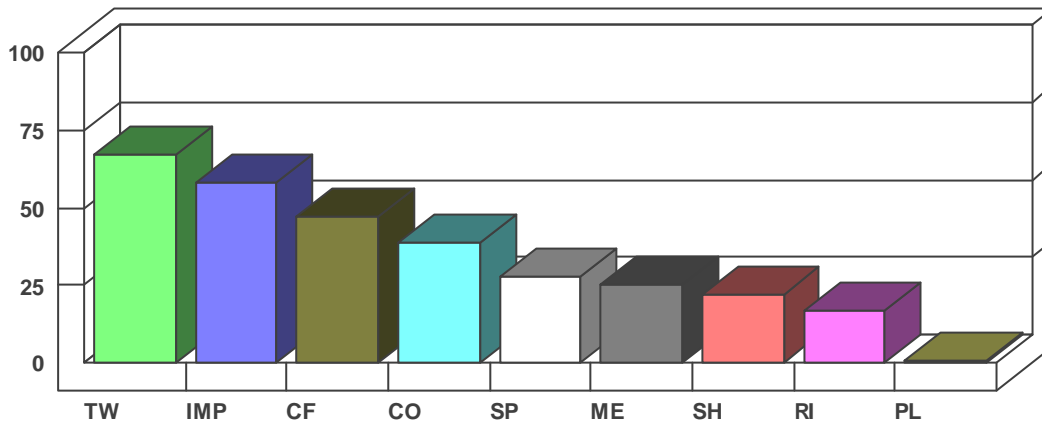
Examples of reports used for matching people to jobs for selection and career planning purposes



Job Direct Report

Job Name Eur Air - Flight Steward

Team Role Profile for Eur Air - Flight Steward



The job as it is specified requires someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of well organised effort and application combined with practical common sense.

On this specification a compliant person is certainly more important than someone who is bright.



Job Observations Report

Job Name Eur Air - Flight Steward
Job Specifier

The following are the most important words for the job, in popularity order. "*" indicates that at least one observer placed the word in the top three.

efficient	**2
calm & confident	**2
observant	*2
well organised	*2
adaptable	2
caring	2
diplomatic	1
consultative	1
practical	1
conscious of priorities	1
persuasive	1
co-operative	1

The following are the characteristics regraded as most detrimental to the job, in popularity order.

aggressive	2
inflexible	1
over-sensitive	1
forgetful	1
not interested in others	1

The following observers have assessed the job:

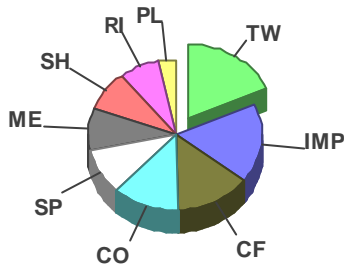
Andrea Evans
 Joanna Woodward



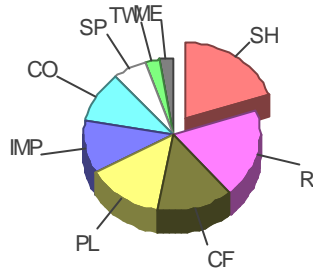
Candidate's Suitability for the Job

Name Barrie Watson
Organisation CERT Consultancy & Training
Department Consultancy
Job Eur Air - Flight Steward

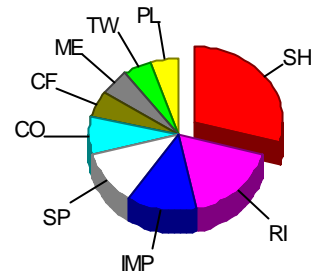
Job



Self-Perception



Observers



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

		Job	Self-Perception	Observers
PL	Plant	3.1	13.9	4.8
RI	Resource Investigator	7.4	18.8	17.4
CO	Co-ordinator	12.3	10.8	8.0
SH	Shaper	8.6	19.7	29.1
ME	Monitor Evaluator	9.3	2.5	5.4
TW	Teamworker	18.5	2.5	5.3
IMP	Implementer	16.7	11.4	12.8
CF	Completer Finisher	14.2	14.1	5.9
SP	Specialist	9.9	6.3	11.4

This candidate is seen as having certain behavioural qualities that are useful to this job. These are being practical.

However, Barrie Watson is not observed as being observant, which would have been helpful.

BELBIN

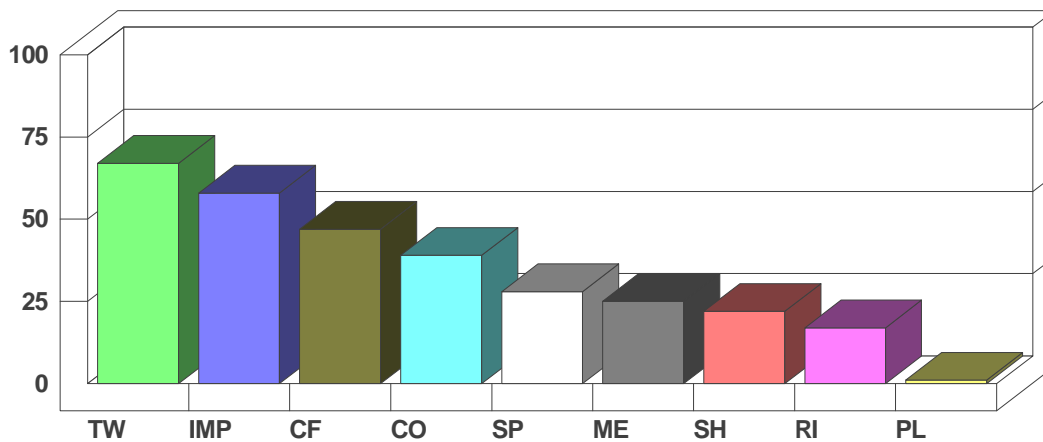
CANDIDATE'S COMPATIBILITY WITH THE JOB

Name Barrie Watson
Organisation CERT CONSULTANCY & TRAINING
Department Consultancy
Job Name Eur Air - Flight Steward

This job requires (in ranked order):
 The candidate has this profile:

TW IMP CF CO SP ME SH RI PL
 SH RI IMP SP CF CO PL TW ME

Team Role Profile for Eur Air - Flight Steward



The job as it is specified requires someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of well organised effort and application combined with practical common sense.

On this specification a compliant person is certainly more important than someone who is bright.

Barrie Watson may perform well in some ways but is not an obvious match with the job specification. He is seen as adaptable, which is valuable for this particular position. He is seen as too provocative to be ideal for this position.

Appears to be sufficiently supportive and communicative to be acceptable. He should cope well with any matters requiring practical preparation and control. Likely to show a conscientious approach in meeting the demands of the job. He is not seen as observant, which would have been helpful in this particular job.

There are thousands of organisations around the world who use the Belbin methodology, here are just a few of them



..... please consider joining us in using Belbin to maximise the performance of your people.