











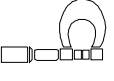
ASSESSMENT RESULTS IN RANK ORDER

Name Gary Inman
Organisation 6S Consulting Limited
Department

Assessment by	Team Roles in Rank Order								
	1	2	3	4	5	6	7	8	9
Self-Perception	SH	RI	PL	ME	CF	SP	IMP	CO	TW
David Foot	PL	SH	CO	IMP	SP	ME	CF	RI	TW
Luciano Barbera	SH	RI	SP	PL	IMP	CF	ME	CO	TW
Vincent Dolan	PL	SH	RI	ME	CO	TW	SP	IMP	CF
OVERALL RANKING	SH	PL	RI	ME	SP	CO	IMP	CF	TW

SELF-PERCEPTION TEAM ROLE PROFILE

Name Gary Inman
 Organisation 6S Consulting Limited
 Department

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.
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 Gary Inman
Organisation 6S Consulting Limited
Department

Please note that this report is based on fewer than four Observers' Assessments, and therefore should be treated with caution.

Your profile suggests you have a strong sense of direction and ideas of your own. You like producing ideas and for you it is very important that they are put into operation. Because you know where you are going, you are likely to be more than ready to direct others, possibly at the risk of appearing authoritarian in the desire to get things done. You may have to discipline yourself to ensure that you give adequate scope to your colleagues and do not attempt to do too much on your own. You are most at home when you are presenting both the ideas and the proposals on how to proceed. While this is potentially a major contribution, it can also present problems when you have to work with strong minded colleagues. So the prospects of being successful may easily become eroded by those with whom you have to work.

To project yourself positively, make a point of demonstrating your liking for challenges, especially where these involve tackling difficult problems. Be prepared to make forward-looking utterances like " I am not sure we are achieving all we can" and "wherever there is a problem, I am sure we will find a solution." Yet perhaps your most distinguishing feature is your reluctance to go along with the multitude when you feel a mistaken decision is being made. It is not easy to take up a minority position, even when most people are mistaken. So stand your ground, but do so without giving in to acrimony and take care not to cause offence. In the end you are likely to be respected for your independence of view and strength of mind. But that respect will be retained only if you show respect to others in their given roles and functions.

Your principal problem may well be how to get on with those senior to you. You will need to show self-discipline and restraint. Unwittingly, you may be seen as a threat. Do not attempt to win too many battles at any one time, either with your seniors or with your colleagues. Disagree only on the issues that really matter.

Your overall profile indicates one who leads from the front. Should you try to run too far ahead of others, you will find no-one behind you. So always take account of where others stand before you strive to push ahead.

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 Gary Inman
Organisation 6S Consulting Limited
Department

Please note that this report is based on fewer than four Observers' Assessments, and therefore should be treated with caution.

Strengths

Has innovative tendencies and needs to work in a mentally challenging environment. Requires work where he can use his outgoing nature. Likes to use personal initiative. Dynamic and entrepreneurial. A developer of new ventures. Prefers to have some authority. Has a capacity for self motivation. Prefers to lead rather than to support. Keen to explore and develop new ideas. Needs to work in an environment which offers scope for personal expression. Forthright and a determined individual. Someone with the energy and drive to overcome obstacles.

Possible Weaknesses

Could have problems adapting to a supportive and subordinate role when necessary.

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 Gary Inman's statements. Assess from his responses whether Gary Inman is likely to deliver more from the job or fail to meet its requirements; and whether Gary Inman will combine adequately with his likely employers.

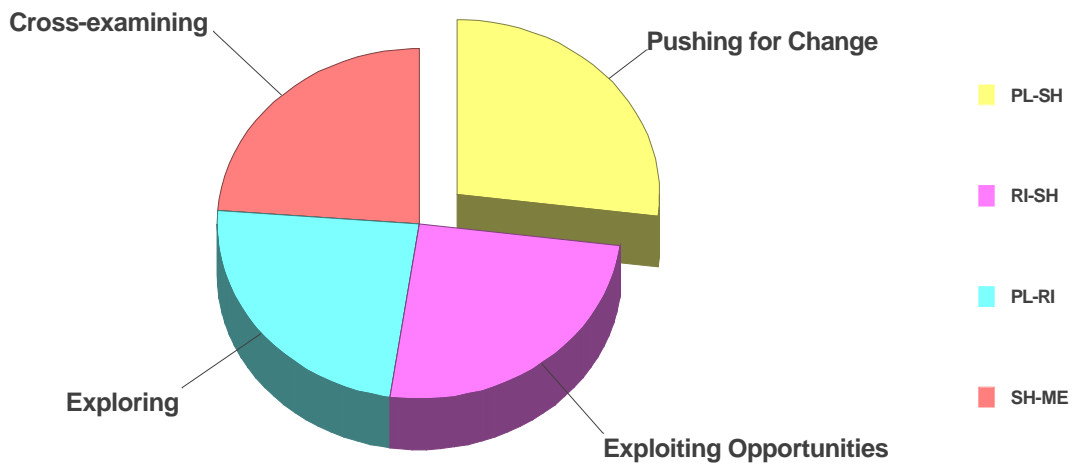
Placement

Best placed in a position where there is a lot to gain if things go well and not too much to lose if they fail. Will appreciate carrying personal responsibility for a defined outcome and will need to be held to that brief. Possibly a difficult person to supervise. So do not attempt it. Merely concentrate on making Gary Inman accountable for the results.

BELBIN	PERSONAL WORK STYLE	
	Name	Gary Inman
	Organisation	6S Consulting Limited
	Department	

Please note that this report is based on fewer than four Observers' Assessments, and therefore should be treated with caution.

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:

- "I see myself as a change agent."
- "Give me scope and I'll get results."
- "I treat anything new as a challenge."
- "I like issues that challenge one to dig for the answers."

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.