



## ASSESSMENT RESULTS IN RANK ORDER

**Name** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

### Assessment by

### Team Roles in Rank Order

**1 2 3 4 5 6 7 8 9**

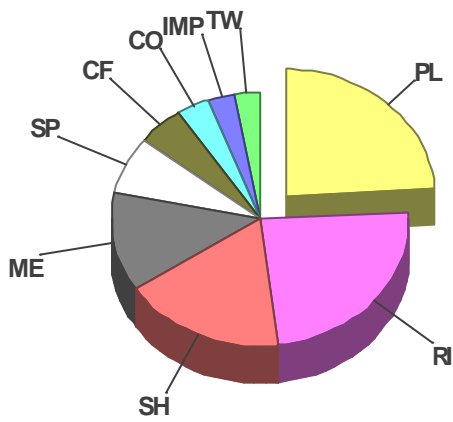
Self-Perception	PL	RI	SH	ME	SP	CF	CO	IMP	TW
Judy Borrell	PL	RI	SH	ME	SP	CO	TW	CF	IMP
Sue Elder	RI	SH	SP	PL	ME	CF	CO	IMP	TW
Loretta Mormino	PL	RI	SH	CF	ME	CO	SP	TW	IMP
Beryl Shorter	PL	SH	CO	ME	CF	RI	IMP	TW	SP
<b>OVERALL RANKING</b>	<b>PL</b>	<b>RI</b>	<b>SH</b>	<b>ME</b>	<b>CO</b>	<b>CF</b>	<b>SP</b>	<b>IMP</b>	<b>TW</b>

**BELBIN**

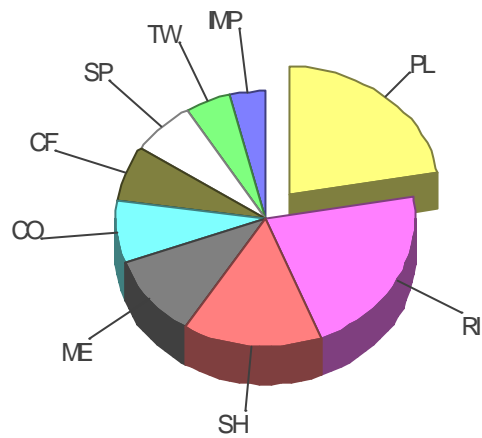
### Pie Chart of SPI versus Observer Data

**Name** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

**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	24.0	22.2
RI	Resource Investigator	24.0	21.6
CO	Co-ordinator	3.6	7.8
SH	Shaper	17.6	15.2
ME	Monitor Evaluator	12.8	10.4
TW	Teamworker	2.8	4.9
IMP	Implementer	2.8	3.8
CF	Completer Finisher	5.1	7.1
SP	Specialist	7.2	6.9

# SELF-PERCEPTION TEAM ROLE PROFILE

Name Leo Borrell  
 Organisation Techsis Investors  
 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	.	 <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 Leo Borrell  
 Organisation Techsis Investors  
 Department

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.
TW				<b>Teamworker</b> Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP				<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				<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.

**BELBIN**

## COUNSELLING REPORT

**Name** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

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

Yours is essentially a pioneering profile. You are one of the few people equally ready to develop new ideas on your own or in conjunction with others. Your best line of work is one in which you are required to explore possibilities and to take advantage of new opportunities. You have some features of the visionary. But take care you do not become isolated from others and resistant to the contributions they can make to the development of what is new.

The implications for career development are that you need to steer yourself towards areas where change is highly valued. That would provide an environment in which you could flourish. The only disadvantage is that it might not be so easy to establish a unique role for yourself. Paradoxically, the best opportunities may lie in a very conservative organisation that is now ripe for change. To take advantage of this you would have to take care on how you proceed, for otherwise your non-conformist approach could land you in trouble. Do not try too many new things at once. Some people in well-structured jobs might feel threatened when you are around. Therefore it is important that you should not allow your innovative tendencies and interests to unsettle others. Make sure the ground has been adequately prepared. Here you would be helped by working for a boss who can orchestrate your efforts (the Co-ordinator type) and act as an intermediary with the establishment.

You must learn to manage your own career and self-development in a well thought out way. You are likely to contribute most during the initial stages of a project. Thereafter your interest may fade rapidly and you could find subsequent consolidation tedious. For you above all others, it is best to establish the moment of exit. Do not outstay your welcome. Make sure that you appreciate the work of others in putting into effect what has been started and then move on in search of greener pastures.

Your operating style is that of one who always seeks to be at the cutting edge of change. So remember that this is a hazardous spot to occupy. You will need to respect others of more traditional habits if you are to win respect yourself.

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** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

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

### Strengths

Generally regarded as an individual who is analytical, conscious of priorities, creative, enterprising, hard driving, innovative, inquisitive, knowledgeable, perfectionist, and persistent.

Has innovative tendencies and needs to work in a mentally challenging environment. Could be good at solving complex problems or at introducing new ideas. 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. Keen to explore and develop new ideas. Needs to work in an environment which offers scope for personal expression.

### Possible Weaknesses

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

Should not be involved in work where creating general harmony is important.

### Check at Interview

This profile suggests someone with bright and original thoughts. One object of the interview should be to find out whether Leo Borrell will fit into the existing culture or is more likely to become a loose cannon. So ask: in what way have colleagues influenced your work so far? Take a favourable view of positive answers but be wary of anyone who insists on taking personal credit for all outcomes whilst placing excessive value on self-sufficiency.

### Placement

Needs to work within a loose framework. Will function best when given the freedom to roam. Probably more useful in the setting up and initial stages of projects than in the follow through. Likely to find self-fulfilment when given the opportunity to explore and develop new schemes and ventures. Important to ensure that Leo Borrell works with someone who will not lose sight of organisational requirements.

**BELBIN**

## MOST HIGHLY RATED OBSERVER RESPONSES

**Name** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

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

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

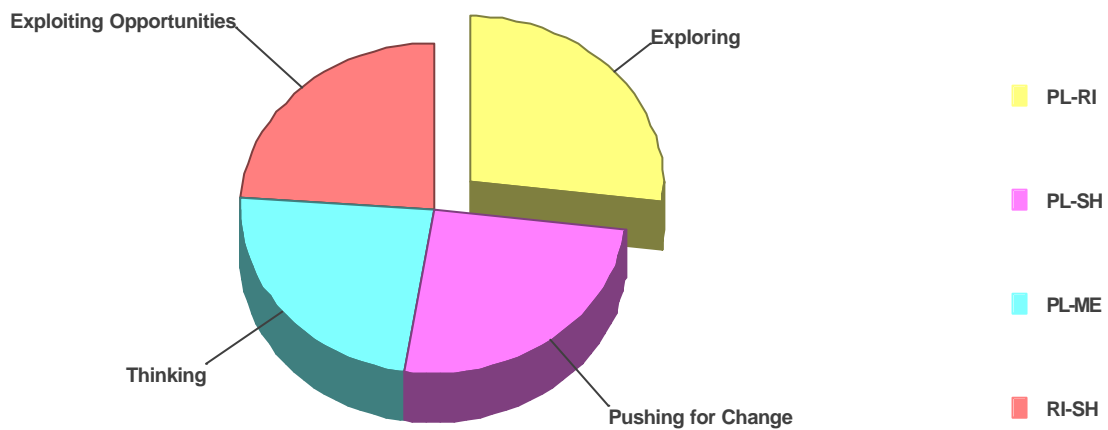
**BELBIN**

## PERSONAL WORK STYLE

**Name** Leo Borrell  
**Organisation** Techsis Investors  
**Department**

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:

- "I treat anything new as a challenge."
- "I see myself as a change agent."
- "I am interested in working out new strategies."
- "Give me scope and I'll get results."