



ASSESSMENT RESULTS IN RANK ORDER

Name Dieter Strasser
Organisation
Department

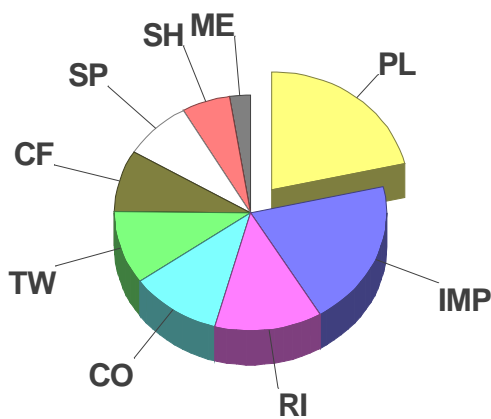
Assessment by	Team Roles in Rank Order								
	1	2	3	4	5	6	7	8	9
Self-Perception	PL	IMP	RI	CO	TW	CF	SP	SH	ME
Martin Leonhardsberger	PL	CO	IMP	CF	TW	RI	SH	SP	ME
Irene Bamberger	PL	RI	IMP	CF	SH	CO	SP	TW	ME
Tina Nekola	PL	RI	CO	TW	SP	CF	IMP	SH	ME
Ulrich Schmidmayr	SP	ME	CF	PL	IMP	RI	SH	TW	CO
Martha Strasser	PL	RI	CO	SH	SP	IMP	ME	CF	TW
Andreas Enzinger	PL	CF	TW	IMP	RI	ME	CO	SH	SP
OVERALL RANKING	PL	RI	IMP	CF	CO	SP	TW	SH	ME



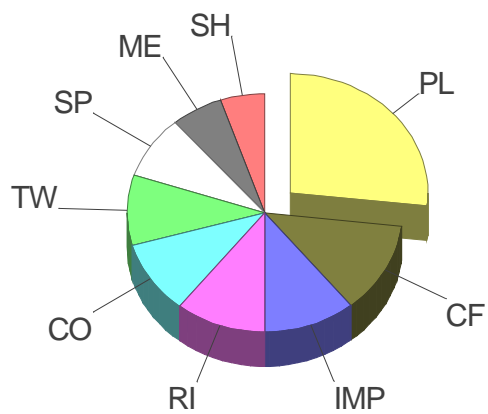
Pie Chart of SPI versus Observer Data

Name Dieter Strasser
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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	21.4	26.8
RI	Resource Investigator	12.8	10.7
CO	Co-ordinator	10.9	9.9
SH	Shaper	5.7	5.2
ME	Monitor Evaluator	2.5	6.1
TW	Teamworker	10.0	9.6
IMP	Implementer	20.0	10.8
CF	Completer Finisher	8.4	12.4
SP	Specialist	8.2	8.5

SELF-PERCEPTION TEAM ROLE PROFILE

Name Dieter Strasser
 Organisation
 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.	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.

BAR GRAPH OF OBSERVER WORDS

Name Dieter Strasser
 Organisation
 Department

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.
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COUNSELLING REPORT

Name Dieter Strasser
Organisation
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 may be too swayed by emotion rather than by dispassionate reasoning. If you can work in harmony with someone who is calm and good at looking at options objectively, you will derive benefits.

BELBIN**CHARACTER PROFILE**

Name Dieter Strasser
Organisation
Department

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

Strengths

Generally regarded as an individual who is co-operative, disciplined, innovative, and perfectionist.

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. Above average in terms of self organisation and control. Should be able to tackle most jobs methodically. Keen to explore and develop new ideas. Needs to work in an environment which offers scope for personal expression.

Possible Weaknesses

Should not be involved in work where there is a need to cope with the practical down to earth demands of the job.

Check at Interview

Would appear to be someone of a creative disposition. The central issue is whether their ideas can withstand criticism and have been properly thought through. Pose a few objections and see how Dieter Strasser responds. Ask: do you like managing your own ideas from start to finish? If need be, follow with: if someone were to help you, what role would you like them to play?

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 Dieter Strasser works with someone who will not lose sight of organisational requirements.

BELBIN**MOST HIGHLY RATED OBSERVER RESPONSES**

Name Dieter Strasser
Organisation
Department

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

innovative	9	consultative	2
perfectionist	6	outgoing	2
disciplined	6	fearful of conflict	2
co-operative	6	laid back	2
inquisitive	5	empire building	2
accurate	5	impatient	2
calm & confident	5	original	1
clever	5	opportunistic	1
loyal	5	shrewd	1
professionally dedicated	5	hard driving	1
creative	4	impartial	1
imaginative	4	easily bored	1
enterprising	4	erratic	1
single-minded	4	forgetful	1
broad in outlook	4	frightened of failure	1
efficient	4	inflexible	1
well organised	4	manipulative	1
up-in-the-clouds	4	outspoken	1
caring	4	provocative	1
good at follow through	3	sceptical	1
encouraging of others	3	unorthodox	1
diplomatic	3	adaptable	1
persistent	3	observant	1
analytical	3	practical	1
logical	3	impulsive	1
conscious of priorities	3	persuasive	1
fussy	3	resistant to change	1
competitive	3	not interested in others	1
critical	3	conscientious	1
knowledgeable	3	indecisive	1
challenging	2	tough	0
insular	2	territorial	0
over-sensitive	2	realistic	0
reluctant to delegate	2	aggressive	0
technically skilful	2	slow-moving	0
self-reliant	2	unadventurous	0

BELBIN	PERSONAL WORK STYLE
	Name Dieter Strasser
	Organisation
	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.

Work Style	Code
Exploring	PL-RI
Designing	PL-IMP
Improving	PL-CF
Applying Resources	RI-IMP

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

- "I treat anything new as a challenge."
- "I will work hard to create something new."
- "I like to produce new and better standards."
- "Meeting people and getting things done are my two strengths."

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.