



## ASSESSMENT RESULTS IN RANK ORDER

**Name** Lorna McDowell  
**Organisation** Xenergie  
**Department**

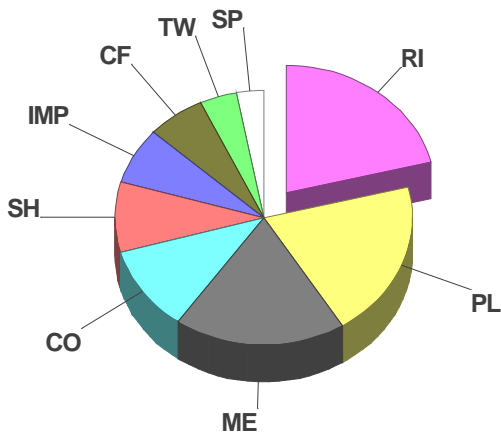
Assessment by	Team Roles in Rank Order								
	1	2	3	4	5	6	7	8	9
Self-Perception	RI	PL	ME	CO	SH	IMP	CF	TW	SP
Bernard Chanliau	PL	TW	CO	IMP	SP	ME	SH	RI	CF
Sabrina O'Carroll	SH	PL	RI	CO	SP	TW	ME	CF	IMP
Deirdre Fitzgerald	PL	SH	RI	CO	SP	TW	CF	IMP	ME
Susie Whitmore	RI	PL	SH	CO	SP	ME	TW	IMP	CF
<b>OVERALL RANKING</b>	<b>PL</b>	<b>RI</b>	<b>SH</b>	<b>CO</b>	<b>TW</b>	<b>ME</b>	<b>SP</b>	<b>IMP</b>	<b>CF</b>



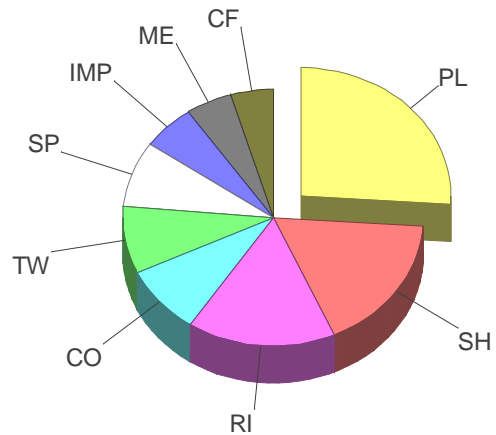
### Pie Chart of SPI versus Observer Data

**Name** Lorna McDowell  
**Organisation** Xenergie  
**Department**

**Self-Perception**



**Observers**









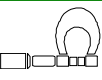


The following are the relative sizes of each slice of the pies, expressed as a percentage of the total:

		Self-Perception	Observers
PL	Plant	20.0	26.1
RI	Resource Investigator	21.1	15.9
CO	Co-ordinator	10.8	8.7
SH	Shaper	9.0	17.3
ME	Monitor Evaluator	18.7	5.0
TW	Teamworker	4.0	8.4
IMP	Implementer	7.2	5.7
CF	Completer Finisher	6.3	4.5
SP	Specialist	2.9	8.3

# SELF-PERCEPTION TEAM ROLE PROFILE

Name Lorna McDowell  
 Organisation Xenergie  
 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** Lorna McDowell  
**Organisation** Xenergie  
**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.
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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** Lorna McDowell  
**Organisation** Xenergie  
**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 have the characteristics of someone who attends to the details on which every significant operation can hinge. So if you can work in harmony with someone who has these qualities, your own performance is likely to benefit.

**BELBIN****CHARACTER PROFILE**

**Name** Lorna McDowell  
**Organisation** Xenergie  
**Department**

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

**Strengths**

Generally regarded as an individual who is adaptable, calm & confident, caring, challenging, creative, encouraging of others, enterprising, hard driving, imaginative, innovative, knowledgeable, and self-reliant.

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 she can use her outgoing nature. Likes to use personal initiative. Dynamic and entrepreneurial. A developer of new ventures. Likes to be at the forefront in a leading management role. 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. Possesses all-round leadership characteristics. Has the features of a high profile manager. Appears to possess the essential qualities needed for

**Strengths (Continued)**

developing and managing any new undertaking.

**Possible Weaknesses**

Dependent on continuous stimulation and inclined to lose interest quickly.

Should not be involved in work where diplomacy is important.

**Check at Interview**

Likely to be someone with ideas, so act on that assumption at the interview and ask for a few examples. Find out whether these ideas have led to innovation or have ultimately proved unproductive. Ask about the obstacles that have been encountered. Focus on whether these obstacles would seem external and could be overcome with a change in circumstances, or whether they have an internal origin linked with the failure to complete what is started.

**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 Lorna McDowell works with someone who will not lose sight of organisational requirements.

**BELBIN****MOST HIGHLY RATED OBSERVER RESPONSES**

**Name** Lorna McDowell  
**Organisation** Xenergie  
**Department**

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

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

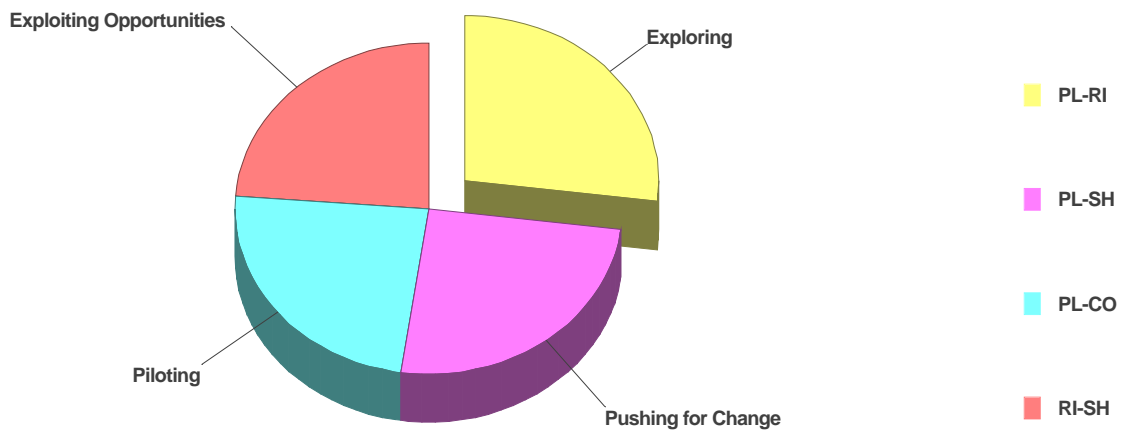
**BELBIN**

## PERSONAL WORK STYLE

**Name** Lorna McDowell  
**Organisation** Xenergie  
**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 like the responsibility of forging a new path."
- "Give me scope and I'll get results."