







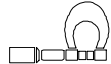


SELF-PERCEPTION TEAM ROLE PROFILE

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	.	 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 Lorna McDowell
Organisation Xenergie
Department

Please note that this report is based on Self-Perception details only

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.

On a final note, you need to take account of the role for which you are least suited. In your case your generalist rather than specialist tendencies may at times be a handicap. If you can work in harmony with someone who can offer outstanding technical knowledge, your own performance is likely to improve.

BELBIN**CHARACTER PROFILE**

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Organisation Xenergie
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Strengths

Has innovative tendencies and needs to work in a mentally challenging environment. Likely to be drawn to work that exercises her mind. Requires some form of intellectual stimulation. Requires work where she can use her outgoing nature. Likes to use personal initiative. Someone who thinks before acting. A discriminating mind valuable at the planning stages of an operation. Requires a varied set of tasks or duties. A good person for developing outside contacts. Keen to explore and develop new ideas. Needs to work in an environment which offers scope for personal expression.

Possible Weaknesses**Check at Interview**

Probably someone who needs a roving role. Find out her ideal work and consider whether there is scope for this type of approach in your organization. Ask a number of questions that relate to working in a team. Start with sport and then move on to the working group. Try to establish whether a shortfall in technical interest or professional knowledge would constitute any sort of problem for the position in question.

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.

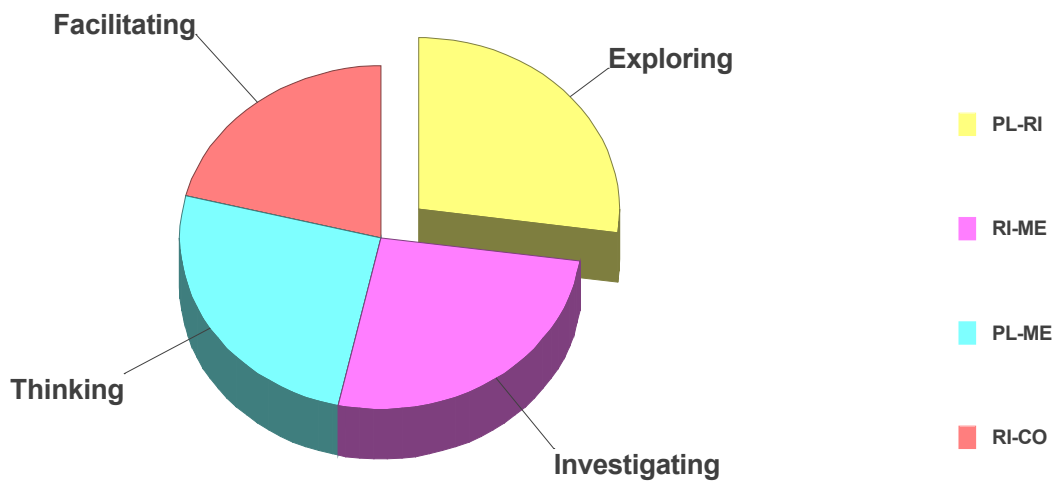
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PERSONAL WORK STYLE

Name Lorna McDowell
Organisation Xenergie
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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."
- "Let me find out what's going on and I'll give you an answer."
- "I am interested in working out new strategies."
- "Dealing and meeting with people are what I do best."