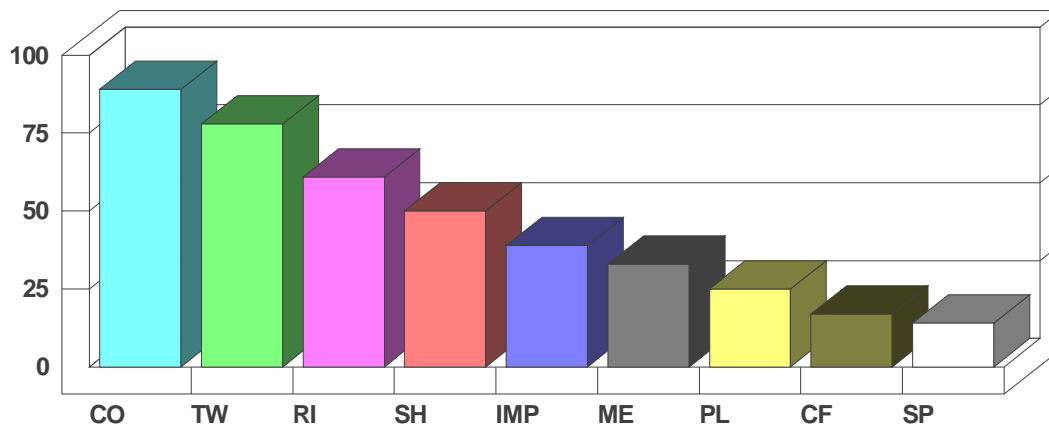


Job Direct Report

Job Name Human Resource Manager

Team Role Profile for Human Resource Manager



The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded. The job also demands someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of socially pro-active behaviour and a readiness to get out and about and meet people.

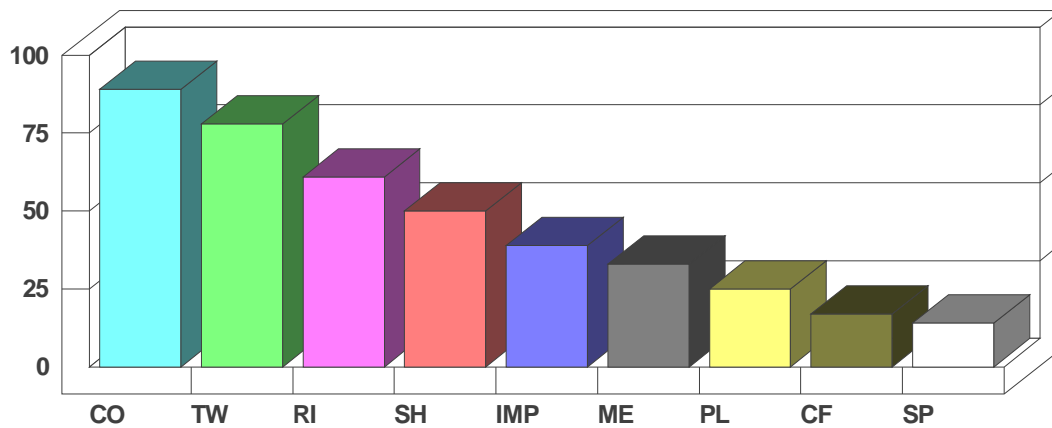
On this specification general managerial ability is more important than the possession of any particular knowledge or experience.



Job Counselling Report

Job Name Human Resource Manager

Team Role Profile for Human Resource Manager



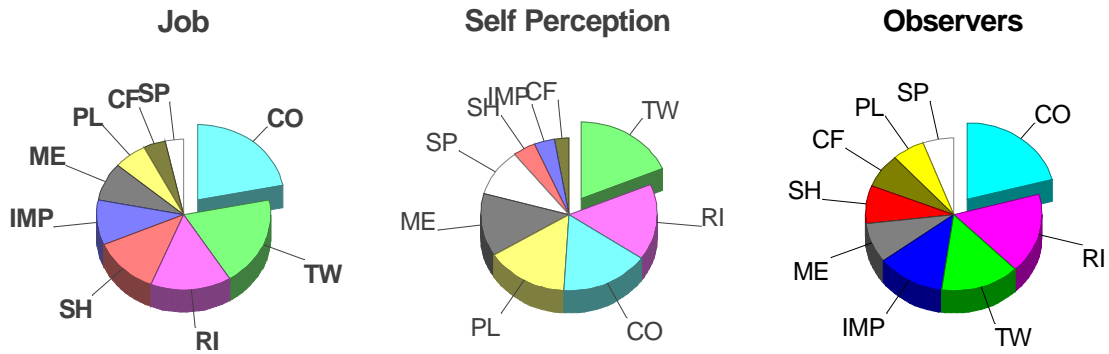
The essence of this job is the cultivation of good close personal relations with your associates while at the same time keeping a close eye on the goals that have to be achieved. You will need to be flexible in the way you interpret your job so as to take account of the needs and interests of others.

The person most likely to succeed in this job is one who can motivate and control others without resorting to dictatorial methods. An interest in and appreciation of other people's work will play a key part if a real success is to be made of this job.



Candidate's Suitability for the Job

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)
Job Human Resource Manager



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

		Job	Self Perception	Observers
PL	Plant	6.2	15.3	5.9
RI	Resource Investigator	15.1	16.2	16.9
CO	Co-ordinator	21.9	16.2	20.8
SH	Shaper	12.3	4.2	8.0
ME	Monitor Evaluator	8.2	13.3	8.5
TW	Teamworker	19.2	18.6	14.6
IMP	Implementer	9.6	3.8	12.4
CF	Completer Finisher	4.1	2.7	7.2
SP	Specialist	3.4	10.0	5.7

This candidate is seen as having certain behavioural qualities that are useful to this job. These are being encouraging of others, and consultative.

However, David is not observed as being hard driving, which would have been helpful.

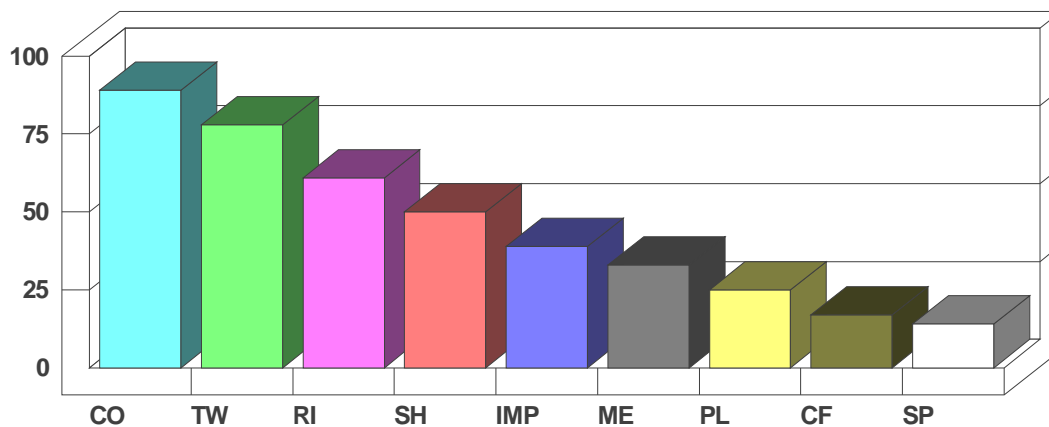
CANDIDATE'S COMPATIBILITY WITH THE JOB

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)
Job Name Human Resource Manager

This job requires (in ranked order):
 The candidate has this profile:

CO	TW	RI	SH	IMP	ME	PL	CF	SP
CO	RI	TW	ME	IMP	SH	PL	SP	CF

Team Role Profile for Human Resource Manager



The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded. The job also demands someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of socially pro-active behaviour and a readiness to get out and about and meet people.

On this specification general managerial ability is more important than the possession of any particular knowledge or experience.

David is an excellent fit with the job specification. He is seen as broad in outlook, calm & confident, consultative, and encouraging of others, which is valuable for this particular position.

David should be able to cope well with co-ordinating people and at steering group effort. Likely to make an effective contribution in working out priorities and formulating worthwhile goals. He has the necessary listening and supportive qualities and should contribute well to the fostering of team spirit. He seems to have the qualities needed for the exploratory part of the job and an ability to negotiate and sell. Should be sufficiently

BELBIN

CANDIDATE'S COMPATIBILITY WITH THE JOB

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)
Job Name Human Resource Manager

outgoing to meet the job demands.