



# John Example

Report Team Role Indicator

**Client**  
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**Consultant**  
Example Advisor

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# Introduction

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In this report you will first find a description of your primary and secondary roles. These indicate which roles suit you best. In teams you will be inclined to play these roles. It is interesting to examine whether you recognise this in the teams you are part of. We will then provide you with a graphic representation of your results as it can be useful to see the pattern. Are there roles that do not suit you at all? Does your primary role stand out or are there other roles with high scores as well? Finally, you will find a short description of all other roles. We used the theory developed by M. Belbin for this questionnaire.

The aim of this report is to encourage self-reflection and to clarify your interaction with team members. Because the report is based on nine roles, you may not recognise yourself in some parts. It is also possible that your primary and secondary roles are contradictory. You can decide for yourself which applies to you most. The graph provides you with extra aid.

## Disclaimer and copyright

In accordance with NIP guidelines, this report is valid for a maximum of two years, as people may change over a period of time.

This automatically generated report describes an individual's personality traits as derived from the answers to the questionnaires. The subjective nature of assessments based on questionnaires should be taken into account when interpreting the results. The test supplier can therefore not accept responsibility for the accuracy of the results and descriptions.

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# Your results

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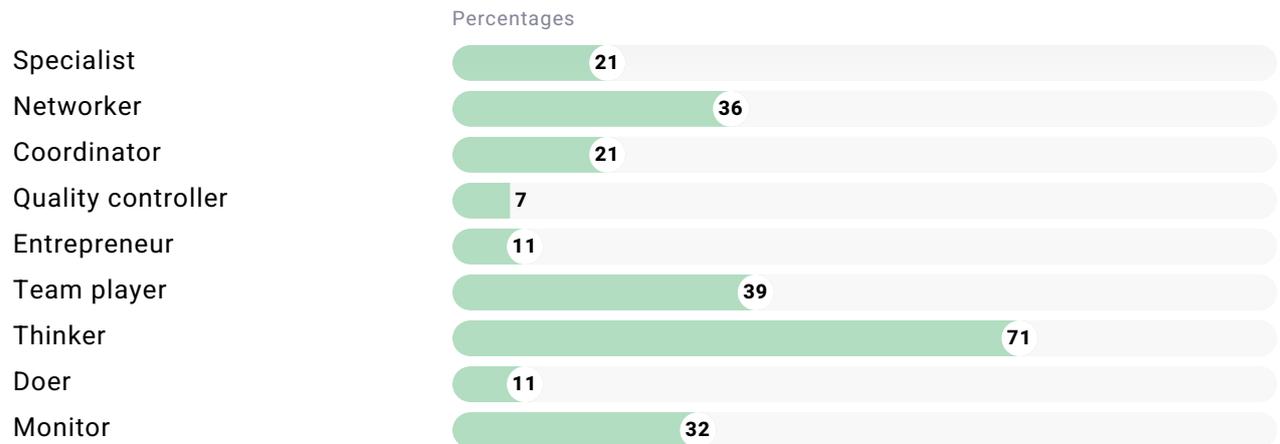
## Your primary role: Thinker

A thinker is an innovator: refreshing and creative. They are a source of inspiration to others. They have a lot of ideas and stand out with their originality. The thinker enjoys looking for innovative solutions to problems. They enjoy developing strategies for the future. The thinker is introvert and headstrong. The thinker's pitfall is that they may lose sight of reality when trying to find solutions. They are so wrapped up in their own ideas that they choose these rather than other people's, and do not accept solutions put forward by others. They are too much of a loner and distance themselves too much from the team. They are sensitive to praise and criticism. Others see them as being radical and team members find it difficult to know how to deal with them. If there are more thinkers in the team, they run the risk of competing excessively with each other to find the best solutions.

## Your secondary role: Team player

A team player is strongly focused on the group. They are friendly and accommodating. They try to create a good atmosphere and a feeling of unity in the team. They are sensitive and supportive of others. The team player is a good listener and quickly senses how others are feeling. They do not like conflict and will use their tact and diplomacy to try to prevent this within the team. They use their empathy and communication skills to try to bring team members closer together. They are continually looking for balance, the happy medium. They are sensitive to atmosphere and strive for harmony within the team. They contribute to a pleasant work atmosphere and to bonding between team members. The team player's pitfall is that they shy away from problems within the group. This is a shame, as their sensitivity makes them more attuned than others to the cause of the problem. Their preference for a good and pleasant atmosphere may unwittingly create an atmosphere that is too light-hearted and in which issues are not dealt with seriously enough.

# Graphical representation of your results



## Description of the other roles

**Networker** A networker is outgoing and connects easily. They have a wide range of interests, are very knowledgeable and often combine that knowledge to form new insights. They are focused on development and innovation. Their pitfall is that they are quickly distracted by new things and do not finish what they start. They do not pay a lot of attention to detail.

**Monitor** A monitor is critical of suggestions and arguments. They like to analyse, to have things explained and to explain. They collect a lot of information before coming to a decision, so their judgement is usually correct and deliberated. Their pitfall is their critical attitude which causes them to reject new ideas quickly. This can impede decision-making.

**Coordinator** A coordinator takes on the role of chair within a team and finds it important to work according to certain rules. They clarify issues, inventorise opinions, and make resolute decisions. They try to put team members' skills to good use. Their pitfall is their inflexibility in deferring or changing decisions and procedures.

**Specialist** A specialist has a lot of knowledge in their own field in which they have become an expert. They are continuously focused on increasing their expertise in one area. Their pitfall is that they contribute little to the team apart from their specialist area of knowledge. Furthermore, they do not get involved in matters which do not touch upon their area of expertise.

**Doer** A doer focuses on action. They want to put decisions into practice immediately. They translate plans into concrete actions. They ensure clarity and order. Their pitfall is that they want to get started even before the goal is clear. They are not very flexible in the face of changing plans and quickly reject ideas that they believe to be impractical.

**Entrepreneur** An entrepreneur is focused on results, and likes to perform and to win. Once they have committed themselves to a goal, they show a lot of perseverance in achieving it. They also urge others to achieve results. Their pitfall is that they can be too coercive with other team members and focus too much on the result and too little on the process.

**Quality controller** A quality controller pays close attention to the quality of the work that is delivered. They try to ensure that everything goes to plan and can sense when

things may go wrong. Their pitfall is their perfectionism which limits their output. They may demotivate people whose quality standards are slightly lower.