

Workshop Stream 7



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Selecting the right team member by gaining clarity on behaviours for success

Gary Hewins

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“Well, I didn’t know
that!!”



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“I have been
telling you this
for at least the
last 10 years !!”



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They were discussing one
of the ‘make or break’
factors of John’s job

4 of the Managers had
scored it A and David had
score E (now only A to D)



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Today I'm going to talk about 3 Key things,

Why - Having a common understanding of the behavioural requirements for a Job is essential for successful selection.

Why – it is important to put in the **TIME** up front and after selection

How - using a **simple facilitated process**, a common understanding of the role is achieved. This compliments the Belbin Job Requirements Inventory, helping you select the right person.



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“When you’re in a start-up, the first ten people will determine whether the company succeeds or not. Each is ten percent of the company.

So why wouldn’t you take as much time as necessary to find all the A-players? ... A small company depends on great people much more than a big company does.”

Steve Jobs



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How much does it cost to select
the right person?

If you are using a recruitment
agency ?



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How much does it cost if you
select the wrong person?



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Cost or Investment



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- How can we get consistent Common understanding? And a meeting of minds?
- How often do we Check understanding?
- Do we ever assume?
- What happens if we assume?



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“90% of Recruiting Managers do not take the time to understand the Job Specification”

John O’Doyle



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Who has used the Belbin Job Requirements Inventory?



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A quick reminder on how to use the Job Requirements Inventory



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The process

To receive a Job Report, the line manager (or person responsible for the job) must complete the Job Requirements Inventory.

It has 16 factors that are scored from A to D to distinguish which attributes are most important for success in the role.



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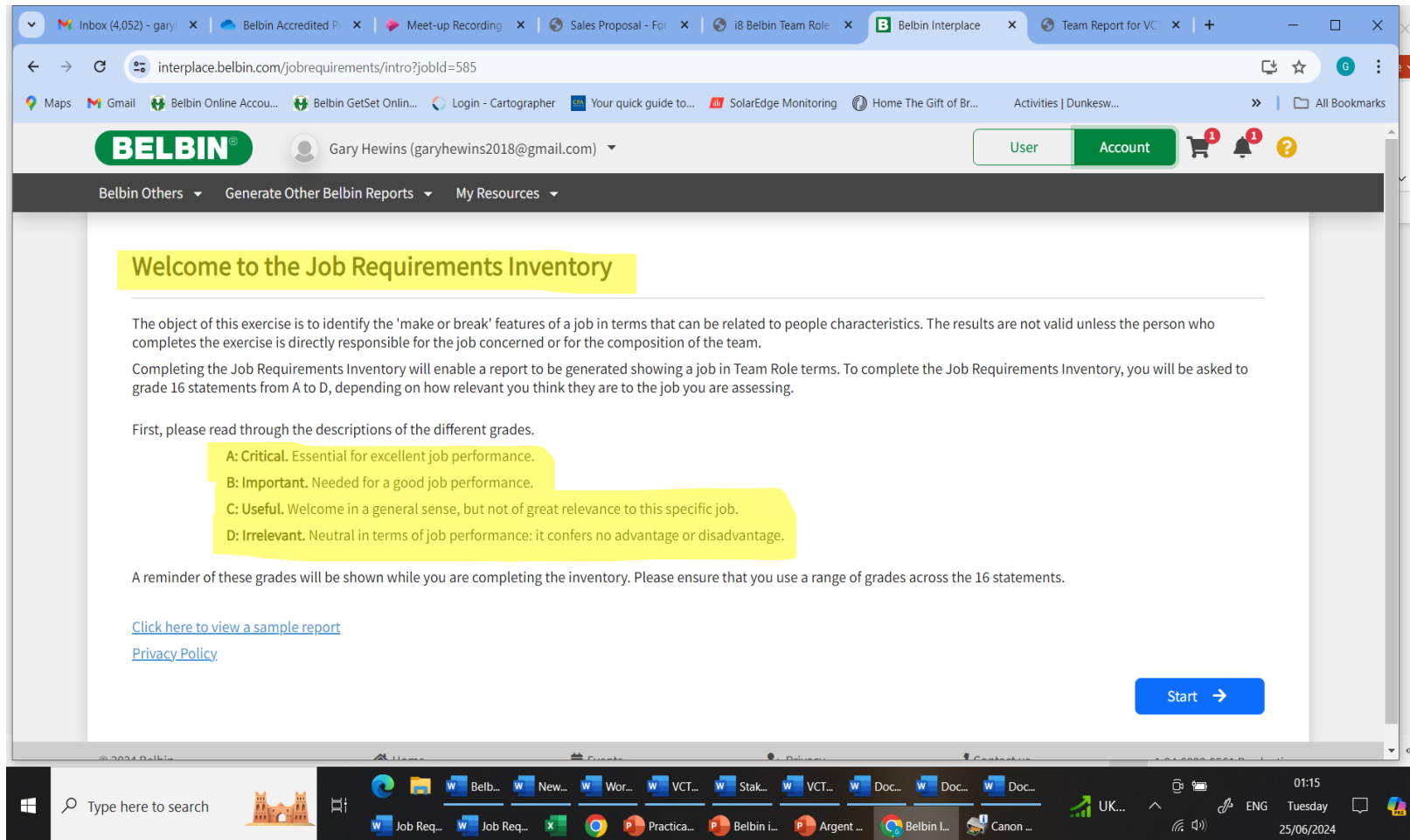
The process

The inventory can be completed by collaboration with other stakeholders, and this process is often illuminating in itself, since it can help to identify and resolve conflicting ideas about what the job entails.

The line manager can also ask other stakeholders to complete a Job Observation questionnaire.

The job observations are like the Observer Assessment you are familiar with.

The Belbin Job Requirements Inventory



The screenshot shows a web browser window displaying the Belbin Job Requirements Inventory introduction page. The browser's address bar shows the URL `interplace.belbin.com/jobrequirements/intro?jobId=585`. The page header includes the Belbin logo, the user name Gary Hewins (garyhewins2018@gmail.com), and navigation links for User and Account. The main content area features a yellow highlighted heading "Welcome to the Job Requirements Inventory". Below this, the text explains the purpose of the exercise: to identify 'make or break' features of a job in terms of people characteristics. It states that the results are not valid unless the person who completes the exercise is directly responsible for the job or the team. The text further explains that completing the inventory will enable a report to be generated showing a job in Team Role terms, and that the user will be asked to grade 16 statements from A to D, depending on how relevant they think they are to the job. A list of grades is provided: A: Critical, B: Important, C: Useful, and D: Irrelevant. A reminder is given that a range of grades should be used across the 16 statements. A blue "Start" button with a right arrow is located at the bottom right of the page. The Windows taskbar at the bottom shows the search bar and several open applications, including Belbin Job Requirements, Word, and Excel. The system tray shows the date and time as Tuesday, 25/06/2024, 01:15.

WELCOME TO THE JOB REQUIREMENTS INVENTORY

The object of this exercise is to identify the 'make or break' features of a job in terms that can be related to people characteristics. The results are not valid unless the person who completes the exercise is directly responsible for the job concerned or for the composition of the team.

Completing the Job Requirements Inventory will enable a report to be generated showing a job in Team Role terms. To complete the Job Requirements Inventory, you will be asked to grade 16 statements from A to D, depending on how relevant you think they are to the job you are assessing.

First, please read through the descriptions of the different grades.

- A: Critical.** Essential for excellent job performance.
- B: Important.** Needed for a good job performance.
- C: Useful.** Welcome in a general sense, but not of great relevance to this specific job.
- D: Irrelevant.** Neutral in terms of job performance: it confers no advantage or disadvantage.

A reminder of these grades will be shown while you are completing the inventory. Please ensure that you use a range of grades across the 16 statements.

[Click here to view a sample report](#)

[Privacy Policy](#)

Start →

The Belbin Job Requirements Inventory

The sixteen factors are defined below, with examples:

Section 1 - Task Demands		A	B	C	D
1. Autonomy	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. (Dentist, Sculptor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Persistence	In order to do the job well, the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. (Telesales/Marketing, Credit Controller)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Meticulousness	The job requires consistent high-quality work in circumstances where the consequences of failure could be serious. (Quality Control Manager, Auditor)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Preparedness	The job demands that much time and attention are given to anticipating needs, forward planning and practical preparation. (Conference Organiser, Stock Controller)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Section 2 - Dealing with people		A	B	C	D
5. Ascendancy	The job entails direct control over others, providing a lead and being ready to make potentially unpopular decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Belbin Job Requirements Inventory

The screenshot shows a web browser window with the URL `interplace.belbin.com/jobrequirements/question?jobId=585`. The page header includes the Belbin logo, the user name 'Gary Hewins (garyhewins2018@gmail.com)', and navigation links for 'User' and 'Account'. Below the header, there are navigation tabs for 'Belbin Others', 'Generate Other Belbin Reports', and 'My Resources'. The main content area is divided into two sections:

Section 2 - Dealing with people

	A	B	C	D
5. Ascendency The job entails direct control over others, providing a lead and being ready to make potentially unpopular decisions. (Army Officer, Football Manager)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Co-ordination The job involves steering people, with different views and positions, towards agreed objectives. (Head of Governors, Chair of Planning Department)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Diplomacy The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. (Customer Services, Hotel Manager)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Making Contacts The job requires initiating external contacts and/or proactively acquiring information useful to the organization. (Sales Executive, Journalist)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section 3 - Working Conditions and Pressures

	A	B	C	D
9. Robustness The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. (Headteacher, Prison Officer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Windows taskbar at the bottom shows the system tray with the date '25/06/2024', time '02:21', and temperature '17°C'. Several application windows are open, including 'Job Req...', 'Practica...', 'Belbin I...', and 'Argent...'.

The Belbin Job Requirements Inventory

The screenshot displays a web browser window with the URL `interplace.belbin.com/jobrequirements/question?jobId=585`. The page header includes the Belbin logo, the user name "Gary Hewins (garyhewins2018@gmail.com)", and navigation links for "User" and "Account". Below the header, there are dropdown menus for "Belbin Others", "Generate Other Belbin Reports", and "My Resources".

The main content area is titled "Section 3 - Working Conditions and Pressures" and contains four items, each with a description and four radio button options labeled A, B, C, and D:

	A	B	C	D
9. Robustness The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. (Headteacher, Prison Officer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Tolerance of Routine Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed. (Administrator, Proof-reader)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Tolerance of Uncertainty The job is one where the holder is faced with ambiguous, or rapidly-changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. (Paramedic, Entrepreneur)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Shared responsibilities The job lacks defined boundaries. Much time needs to be spent in the job 'territories' of others with a view to joint responsibility for the outcome of shared work. (Liaison Officer, Compliance Officer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Below this section is "Section 4 - Mental Ability, Experience and Training" with one visible item:

	A	B	C	D
13. Originality The job entails creating something new, using an imaginative and creative approach.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The bottom of the image shows a Windows taskbar with various open applications and a system tray displaying the date and time as Tuesday, 25/06/2024, 02:20.

The Belbin Job Requirements Inventory

BELBIN Gary Hewins (garyhewins2018@gmail.com) User Account

Belbin Others Generate Other Belbin Reports My Resources

Section 4 - Mental Ability, Experience and Training

	A	B	C	D
13. Originality The job entails creating something new, using an imaginative and creative approach. (R&D Scientist, Author)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Analysis The job demands the ability and willingness to interpret complex material and to understand difficult concepts. (Data analyst, Lawyer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Experience and Expertise Effectiveness in the job depends on continuous training and protracted experience. (Employment Law Specialist, Consultant)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Strategic Overview The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. (Construction Project Manager, Stockbroker)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Now, please indicate the 3 most important factors from the above, with the first being the most important:

Top 1 * <Please select> Top 2 * <Please select> Top 3 * <Please select>

[Back](#) [Submit](#)

Windows Taskbar: Type here to search, 17°C, Tuesday 25/06/2024, 02:22

“ it’s critical to get the top 3 agreed and understood.”

Bob Penny

The Belbin Job Report - example



Sales Manager

Belbin Job Report

Specified by: Ali Blue

Job Requirements completion date: 25th February 2022

Job Observations completion date: 25th February 2022

Number of Observations: 3



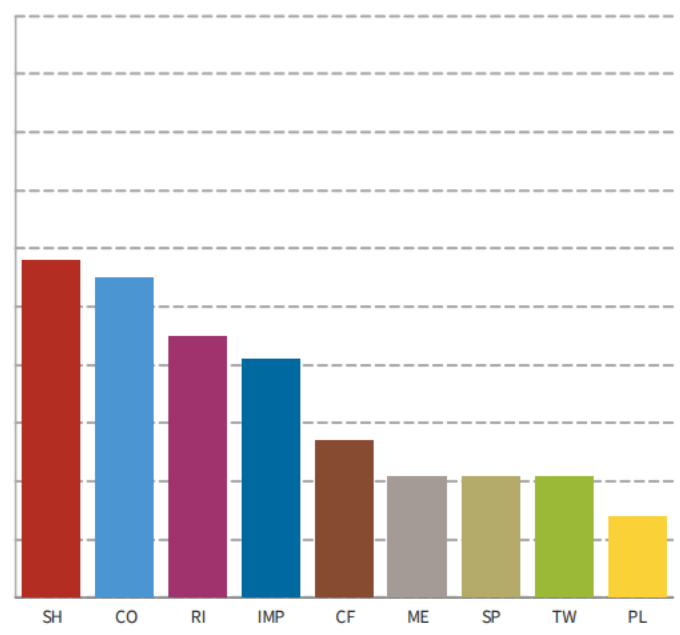
Sales Manager - Job Specification

Sales Manager as specified by Ali Blue

The job as it is specified requires someone who possesses considerable drive. The likely candidate will have the strength of character to overcome opposition and the self-confidence to get round obstacles and rules that stand in the way of progress. This specification underlines the need for a high achiever. The job also demands someone who has the capacity for drawing the best out of others, encouraging them to engage with, and contribute to, 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 with the outcomes and conclusion.

The work entails a fair degree of socially proactive behaviour and a readiness to go out and meet people.

This position requires someone who is focused on pushing the team in a particular direction, rather than generating new ideas for consideration.



Legend for Belbin roles:

- RI: Resource Investigator
- TW: Teamworker
- CO: Co-ordinator
- PL: Plant
- ME: Monitor Evaluator
- SP: Specialist
- SH: Shaper
- IMP: Implementer
- CF: Completer Finisher

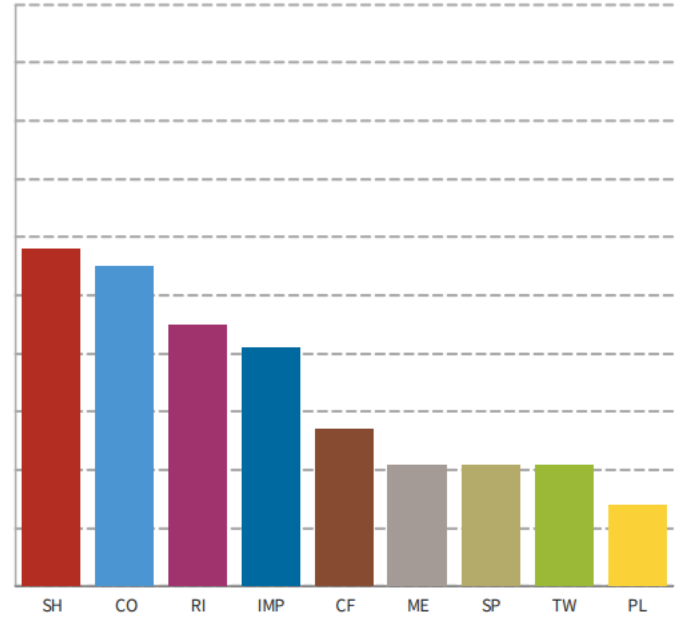


Sales Manager - Job Expectations

Sales Manager as specified by Ali Blue

The job specifier expects the overall responsibility to be yours, so this is a job in which you will be expected to lead from the front. The people you work with may need to be directed or they may need to feel they are collaborating with you as part of a team. So it is important that you are able to adapt your managerial style accordingly.

The job as specified requires above all that you are able to manage others and cope with opposition. It is important never to lose control or back away from responsibility.



This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.

Legend for job roles:

- RI: Resource Investigator
- TW: Teamworker
- CO: Co-ordinator
- PL: Plant
- ME: Monitor Evaluator
- SP: Specialist
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- IMP: Implementer
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BELBIN Sales Manager - List of Observer Responses for Jobs

Based on 3 Job Observations

This report shows the behavioural qualities which Observers consider will have an impact upon the job. Behaviours shown in bold have been identified as one of the top three qualities important for the job. The number of asterisks indicates the number of Observers who identified the word in this way. Behaviours considered to be unhelpful to the job are shown in italics.

tough *	3	realistic	1	<i>sceptical</i>	0	free-thinking	0
encouraging of others *	3	conscious of priorities	1	<i>pushy</i>	0	creative	0
hard-driving	3	reliable	1	<i>impulsive</i>	0	competitive	0
self-reliant **	2	<i>unenthusiastic</i>	0	shrewd	0	inquisitive	0
broad in outlook *	2	<i>oblivious</i>	0	<i>impatient</i>	0	perceptive	0
outgoing *	2	<i>over-delegating</i>	0	<i>frightened of failure</i>	0	persevering	0
consultative *	2	<i>manipulative</i>	0	<i>engrossed in own area</i>	0	keen to impart expertise	0
disciplined *	2	<i>restricted in outlook</i>	0	original	0	motivated by learning	0
<i>confrontational</i>	2	<i>uninvolved with specifics</i>	0	<i>fearful of conflict</i>	0	corrects errors	0
outspoken	2	<i>inflexible</i>	0	inventive	0	methodical	0
practical	2	<i>absent-minded</i>	0	imaginative	0	willing to adapt	0
confident and relaxed	2	<i>procrastinating</i>	0	persuasive	0	logical	0
challenging *	1	<i>unadventurous</i>	0	perfectionist	0	accurate	0
<i>inconsistent</i>	1	<i>resistant to change</i>	0	impartial	0	dedicated to subject	0
<i>eccentric</i>	1	<i>indecisive</i>	0	studious	0	efficient	0
<i>over-talkative</i>	1	<i>reluctant to allocate work</i>	0	enterprising	0	analytical	0
<i>territorial</i>	1	<i>over-sensitive</i>	0	meticulous	0	caring	0
diplomatic	1	<i>fussy</i>	0	seizes opportunities	0	helpful	0

Who remembers Alan Marsden?



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“This simple facilitated process achieves a common understanding of the factors needed, so that a single agreed score can input to the Belbin Job Requirements Inventory.”

Alan Marsden MCA



Key to the process

- *The line manager identifies stakeholders for the role, agrees a time frame and a date when all are available to convene.*
- *Stakeholders Score the form on you their own,*
- *They **MUST NOT** share their scores with anyone else at this moment in time.*
- *The forms are returned and collated into the Summary template when used online **Or** to a Flip Chart when face to face .*
- ***ALL** stakeholders attend and discuss the scores with the Objective of agreeing a single form to be added to interplace.*



Belbin Job Requirements Inventory - Case study

The VCTC company are a clinical trials company that has been in business just over 2 years. They are scaling up and grow by 200% by the end of the year.



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Belbin Job Requirements Inventory – Job Title

Please score form on you own, do Not share scores with anyone else at this moment in time.

Rating	Grade	This means that the attribute is...
Critical.	A	Essential for excellent job performance.
Important.	B	Needed for a good job performance.
Useful.	C	Welcome in a general sense, but not of great relevance to this specific job.
Irrelevant.	D	Neutral in terms of job performance: It confers no advantage or disadvantage.

The sixteen factors are defined below, with examples:

Section 1 - Task Demands		A	B	C	D
1. Autonomy	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. (Dentist, Sculptor)				
2. Persistence	In order to do the job well, the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. (Telesales/Marketing, Credit Controller)				
3. Meticulousness	The job requires consistent high-quality work in circumstances where the consequences of failure could be serious. (Quality Control Manager, Auditor)				
4. Preparedness	The job demands that much time and attention are given to anticipating needs, forward planning, and practical preparation. (Conference Organiser, Stock Controller)				
Section 2 - Dealing with people		A	B	C	D
5. Ascendency	The job entails direct control over others, providing a lead and being ready to make potentially unpopular decisions. (Army Officer, Football Manager)				
6. Co-ordination	The job involves steering people, with different views and positions, towards agreed objectives. (Head of Governors, Chair of Planning Department)				
7. Diplomacy	The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. (Customer Services, Hotel Manager)				
8. Making Contacts	The job requires initiating external contacts and/or proactively acquiring information useful to the organisation. (Sales Executive, Journalist)				

INDIVIDUAL
TEMPLATE

Page 2 - Job Title :		A	B	C	D
Section 3 - Working Conditions and Pressures					
9. Robustness	The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. (Headteacher, Prison Officer)				
10. Tolerance of Routine	Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed. (Administrator, Proof-reader)				
11. Tolerance of Uncertainty	The job is one where the holder is faced with ambiguous, or rapidly changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. (Paramedic, Entrepreneur)				
12. Shared responsibilities	The job lacks defined boundaries. Much time needs to be spent in the job 'territories' of others with a view to joint responsibility for the outcome of shared work. (Liaison Officer, Compliance Officer)				
Section 4 - Mental Ability, Experience and Training		A	B	C	D
13. Originality	The job entails creating something new, using an imaginative and creative approach. (R&D Scientist, Author)				
14. Analysis	The job demands the ability and willingness to interpret complex material and to understand difficult concepts. (Data analyst, Lawyer)				
15. Experience and Expertise	Effectiveness in the job depends on continuous training and protracted experience. (Employment Law Specialist, Consultant)				
16. Strategic Overview	The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. (Construction Project Manager, Stockbroker)				
Now, please indicate the 3 most important factors from the above, with the first being the most important:					
First		Second		Third	
Name:					
Company:					
Date:					
Belbin © 2024					



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Belbin Job Requirements Inventory – Job Title: **Research Assistant VCTC**

Rating	Grade	This means that the attribute is...
Critical.	A	Essential for excellent job performance.
Important.	B	Needed for a good job performance.
Useful.	C	Welcome in a general sense, but not of great relevance to this specific job.
Irrelevant.	D	Neutral in terms of job performance; it confers no advantage or disadvantage.

The sixteen factors are defined below, with examples:

Section 1 - Task Demands		Dan	Heather	Helen	Lynne
1. Autonomy	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. (Dentist, Sculptor)	B	D	C	C
2. Persistence	In order to do the job well, the holder needs to work relentlessly and untriflingly in pursuit of a particular objective or set of objectives. (Telesales/Marketing, Credit Controller)	C	C	D	B
3. Meticulousness	The job requires consistent high-quality work in circumstances where the consequences of failure could be serious. (Quality Control Manager, Auditor)	A	B	B	A
4. Preparedness	The job demands that much time and attention are given to anticipating needs, forward planning, and practical preparation. (Conference Organiser, Stock Controller)	B	C	D	C
Section 2 - Dealing with people		Dan	Heather	Helen	Lynne
5. Ascendancy	The job entails direct control over others, providing a lead and being ready to make potentially unpopular decisions. (Army Officer, Football Manager)	C	D	D	D
6. Co-ordination	The job involves steering people, with different views and positions, towards agreed objectives. (Head of Governors, Chair of Planning Department)	C	D	D	D
7. Diplomacy	The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. (Customer Services, Hotel Manager)	C	D	D	C
8. Making Contacts	The job requires initiating external contacts and/or proactively acquiring information useful to the organisation. (Sales Executive, Journalist)	D	D	D	D

SUMMARY
TEMPLATE

Page 2 - Job Title :		Dan	Heather	Helen	Lynne
Section 3 - Working Conditions and Pressures		Dan	Heather	Helen	Lynne
9. Robustness	The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. (Headteacher, Prison Officer)	B	C	C	D
10. Tolerance of Routine	Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed. (Administrator, Proof-reader)	B	A	A	A
11. Tolerance of Uncertainty	The job is one where the holder is faced with ambiguous, or rapidly changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. (Paramedic, Entrepreneur)	C	C	D	C
12. Shared responsibilities	The job lacks defined boundaries. Much time needs to be spent in the job 'territories' of others with a view to joint responsibility for the outcome of shared work. (Liaison Officer, Compliance Officer)	C	D	A	D
Section 4 - Mental Ability, Experience and Training		Dan	Heather	Helen	Lynne
13. Originality	The job entails creating something new, using an imaginative and creative approach. (R&D Scientist, Author)	C	C	D	C
14. Analysis	The job demands the ability and willingness to interpret complex material and to understand difficult concepts. (Data analyst, Lawyer)	C	D	D	C
15. Experience and Expertise	Effectiveness in the job depends on continuous training and protracted experience. (Employment Law Specialist, Consultant)	B	C	D	C
16. Strategic Overview	The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. (Construction Project Manager, Stockbroker)	B	C	D	C

Now, please indicate the 3 most important factors from the above, with the first being the most important:

	First	Second	Third	Fourth
DAN	3	9	4	
HEATHER	10	3	2	
HELEN	10	12	3	
LYNNE	3	10	2	
AGREED ORDER				
Agreed date:				
Belbin © 2024				



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2 1/2 hours, including discussing generated Report - JSs added later.

Belbin Job Requirements Inventory – Job Title: **Research Assistant VCTC**

Rating	Grade	This means that the attribute is...
Critical.	A	Essential for excellent job performance.
Important.	B	Needed for a good job performance.
Useful.	C	Welcome in a general sense, but not of great relevance to this specific job.
Irrelevant.	D	Neutral in terms of job performance: it confers no advantage or disadvantage.

The sixteen factors are defined below, with examples:

Section 1 - Task Demands		Dan	Heather	Helen	Lynne
1. Autonomy	The job holder is required to develop the individual field of work; to determine how the job should be tackled without needing to draw on the advice or direction of others. (Dentist, Sculptor)	B	D	E	C
2. Persistence	In order to do the job well, the holder needs to work relentlessly and untiringly in pursuit of a particular objective or set of objectives. (Telesales/Marketing, Credit Controller)	E	C	D	B
3. Meticulousness	The job requires consistent high-quality work in circumstances where the consequences of failure could be serious. (Quality Control Manager, Auditor)	A	B	A	A
4. Preparedness	The job demands that much time and attention are given to anticipating needs, forward planning, and practical preparation. (Conference Organiser, Stock Controller)	B	C	D	C
Section 2 - Dealing with people		Dan	Heather	Helen	Lynne
5. Ascendency	The job entails direct control over others, providing a lead and being ready to make potentially unpopular decisions. (Army Officer, Football Manager)	E	D	D	D
6. Co-ordination	The job involves steering people, with different views and positions, towards agreed objectives. (Head of Governors, Chair of Planning Department)	E	D	D	D
7. Diplomacy	The job requires securing the co-operation of individuals when not in a position of authority over them. This could involve acting discreetly or dealing with difficult people. (Customer Services, Hotel Manager)	C	D	D	C
8. Making Contacts	The job requires initiating external contacts and/or proactively acquiring information useful to the organisation. (Sales Executive, Journalist)	D	D	D	D

* check at whom it is low

st. Discussed in detail at length.

Page 2 - Job Title :		Dan	Heather	Helen	Lynne
Section 3 - Working Conditions and Pressures		Dan	Heather	Helen	Lynne
9. Robustness	The job conditions, or the nature of the work itself, is liable to impose considerable physical and/or mental pressure that the job holder must be able to withstand. (Headteacher, Prison Officer)	B	C	C	D
10. Tolerance of Routine	Embodied in the job is a significant amount of prescribed or predictable routine work that must be performed. (Administrator, Proof-reader)	B	A	A	A
11. Tolerance of Uncertainty	The job is one where the holder is faced with ambiguous, or rapidly changing situations and incomplete information. Success depends on choosing the "best in the circumstances" line of approach. (Paramedic, Entrepreneur)	C	C	D	C
12. Shared responsibilities	The job lacks defined boundaries. Much time needs to be spent in the job 'territories' of others with a view to joint responsibility for the outcome of shared work. (Liaison Officer, Compliance Officer)	C	D	A	D
Section 4 - Mental Ability, Experience and Training		Dan	Heather	Helen	Lynne
13. Originality	The job entails creating something new, using an imaginative and creative approach. (R&D Scientist, Author)	C	C	D	C
14. Analysis	The job demands the ability and willingness to interpret complex material and to understand difficult concepts. (Data analyst, Lawyer)	C	D	D	C
15. Experience and Expertise	Effectiveness in the job depends on continuous training and protracted experience. (Employment Law Specialist, Consultant)	B	C	D	C
16. Strategic Overview	The job entails the need to keep a broad view of everything that is going on. A number of considerations outside one's own immediate job area will have a bearing on how this job is carried out. (Construction Project Manager, Stockbroker)	B	C	D	C

Now, please indicate the 3 most important factors from the above, with the first being the most important:

	First	3	Second	9	Third	4
DAN	First	3	Second	9	Third	4
HEATHER	First	10	Second	3	Third	2
HELEN	First	10	Second	12	Third	3
LYNNE	First	3	Second	10	Third	2
AGREED ORDER		10		3		2

Agreed date: Belbin © 2024

Some debate over top 3
3-10-2
(Row 2 reports which added extra paragraph)

st. Misunderstood to question

Good to have but can be trained

Keep in the loop good for general awareness
Pride and to feel valued

SUMMARY TEMPLATE

Prompted discussion about the actual JOB spec



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File C:/Users/GaryH/Downloads/Job%20Report%20for%20VCTCResearchAssistant10Jul24%20ENG%20624100724151913.pdf

Job Report for VCTC Research Assistant 10 Jul 24 1 / 5 80%

BELBIN®

VCTC Research Assistant 10 Jul 24

Belbin Job Report

Specified by: Gary Hewins
Job Requirements completion date: 10th July 2024

VCTC



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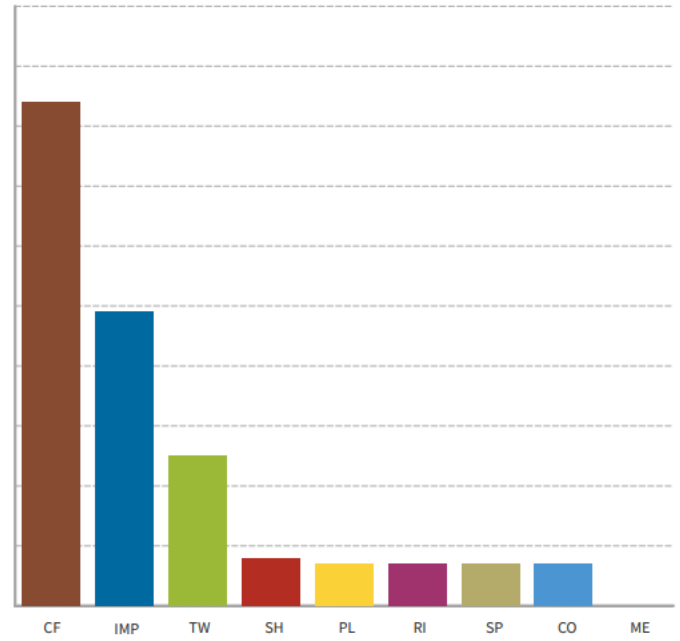
VCTC Research Assistant 10 Jul 24 - Job Specification

VCTC Research Assistant 10 Jul 24 as specified by Gary Hewins

The job as it is specified requires someone who is intent on producing a high standard of work, keen to ensure that there are no errors and fully aware of the importance of deadlines. A suitable appointee would be one who pays great attention to detail and has good follow-through.

The work entails a fair degree of organising, planning and undertaking systematic, efficient practices.

The successful candidate is likely to discover errors and omissions in the fine print rather than attending to the kind of analysis that prevents larger-scale errors.



Legend for Belbin model roles:

- RI: Resource Investigator
- TW: Teamworker
- CO: Co-ordinator
- PL: Plant
- ME: Monitor Evaluator
- SP: Specialist
- SH: Shaper
- IMP: Implementer
- CF: Completer Finisher



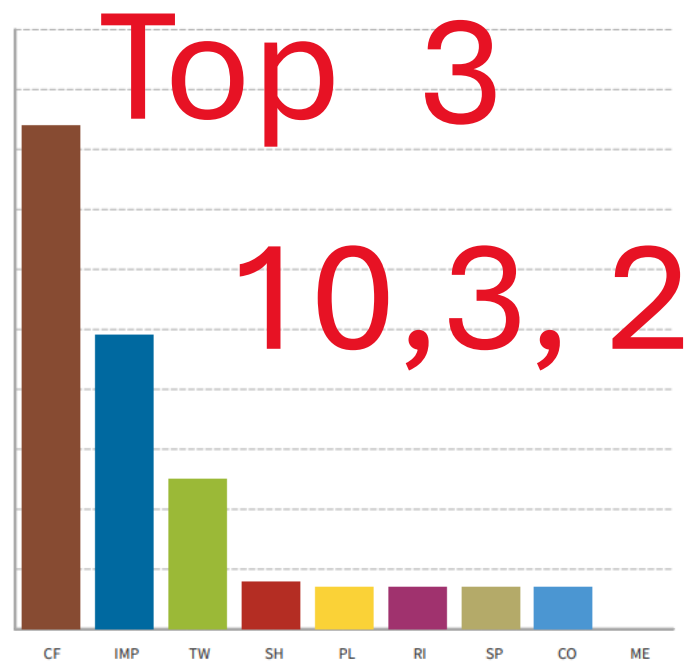
VCTC Research Assistant 10 Jul 24 - Job Expectations

VCTC Research Assistant 10 Jul 24 as specified by Gary Hewins

The emphasis in this job falls on combining efficiency with attention to detail. You will need to be organised, practical and accurate in your work, ensuring that tasks are completed on time and to a high standard. Your work ethic and pride in the quality of your work are likely to be appreciated.

The job specifier expects a fair amount of repetitive work to be involved in this job and therefore the jobholder must be able to cope with the work without becoming bored or distracted.

This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.





“Working with Gary and utilising the Belbin Team Roles framework has been incredibly beneficial for our hiring process.

By clearly defining the profile of our ideal candidate, we achieved a strong consensus within our team about what we were looking for in a new Research Associate.

This clarity allowed us to streamline our screening process significantly, providing us with greater confidence that the candidates we would ultimately select would be an excellent fit for the role.

Gary's support and expertise were invaluable, and we are grateful for the positive impact this approach has had on our team.”

Dan Henley MD VCTC

What if we have a poor fit though?

“sometimes we had a limited pool of technical experts, so when looking at Eligible vs Suitable, we know that sometimes they were not be the most suitable and that eligible outweighs suitable.

*Using this process, we can **select knowingly** and made sure we support the selected candidate with what they may have been lacking and **crucially** that they understand the behaviours we believe are key to the role”*

John Glanville

“The benefits of getting people around the table and facilitating them to share their thoughts, to agree a single score for the Job Requirements Inventory adds massive benefits to the selection process”

“The process give extra benefits too, during the meeting often Interview Plan could be written checking out not just positive attributes but checking out ones that were not welcome for success in the job. Training plans for the successful candidate start to be written too”

Alan Marsden Marsden Consulting Associates

In summary we have looked at,

Why - Having a Common understanding of the behavioural requirements for Job is essential for successful selection.

Why – it is important to put in the **TIME** up front, and after selection

How using a **simple facilitated process** can achieve a common understanding of the role, which compliments the Belbin Job Requirements Inventory, helping you select the right person.



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Thank you for your time and interest, please
feel free to contact.

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