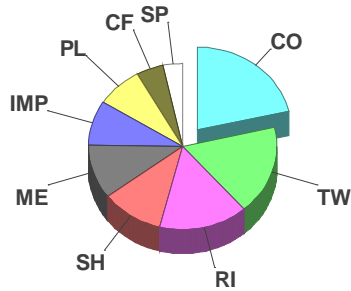


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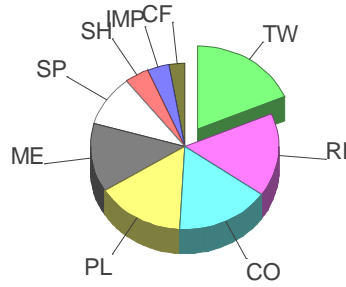
Candidate's Suitability for the Job

Name David
Organisation ACME Plastics
Department
Job Head of HRD

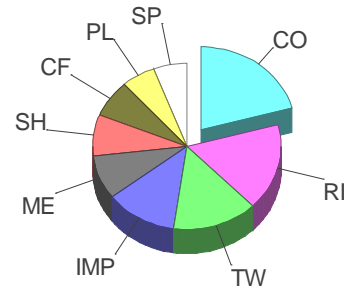
Job



Self-Perception



Observers



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	8.0	15.3	5.9
RI	Resource Investigator	15.3	16.2	16.9
CO	Co-ordinator	21.3	16.2	20.8
SH	Shaper	10.7	4.2	8.0
ME	Monitor Evaluator	10.7	13.3	8.5
TW	Teamworker	17.3	18.6	14.6
IMP	Implementer	8.7	3.8	12.4
CF	Completer Finisher	4.7	2.7	7.2
SP	Specialist	3.3	10.0	5.7

This candidate is seen as having certain behavioural qualities that are useful to this job. These are being broad in outlook, consultative, and calm & confident.

BELBIN

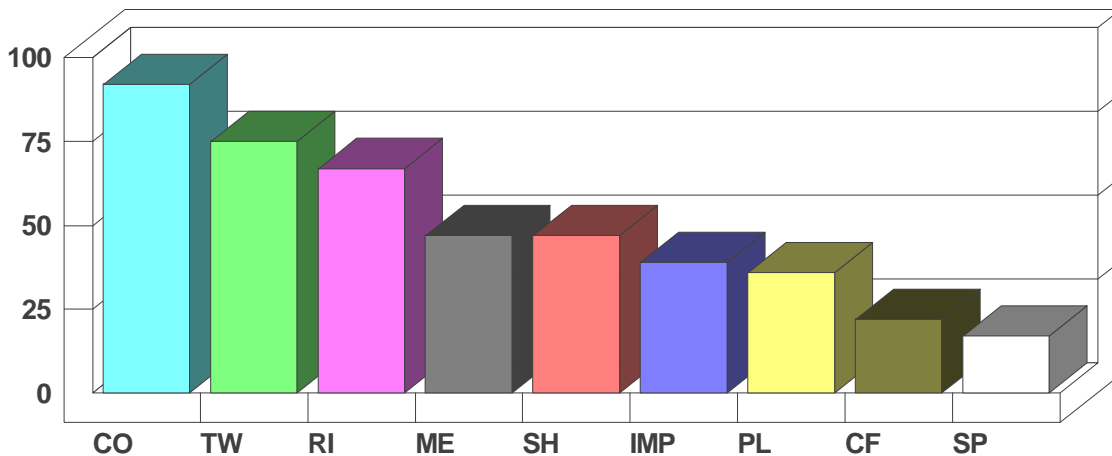
CANDIDATE'S COMPATIBILITY WITH THE JOB

Name David
Organisation ACME Plastics
Department
Job Name Head of HRD

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

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

Team Role Profile for Head of HRD



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 job also demands someone who can use exploratory skills to advantage. The best candidate is one who gets out and about, meets others and opens up new opportunities and possibilities.

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 outgoing to meet the job demands.