Belbin Team Roles

Self-perception inventory

Directions:

For each section, distribute a total of ten points among the sentences which you think most accurately describe your behaviour. These points may be distributed among up to four sentences, or ten points may be given to a single sentence. Enter the points next to the item number.

Note: Try to relate your scores to the way you actually behave, rather than how you prefer to see yourself.

Section A – What I believe I can contribute to a team

Item

10   I think I can quickly take advantage of new opportunities

11   I can work well with a wide range of people

12   Producing ideas is one of my natural assets

13   My ability rests in being able to draw people out whenever I detect that they have something of value to contribute to group objectives

14   I can be relied on to finish any task I undertake

15   My technical knowledge and experience is usually my major asset

16   I am always ready to be blunt and outspoken in the cause of making the right things happen

17   I can usually tell whether a plan or idea will fit a particular situation

18   I can offer a reasoned case for alternative courses of action while maintaining freedom from personal bias

Section B – If I have a possible shortcoming in team work, it could be that

Item

20	I am not at ease unless meetings are well structured and controlled and generally well conducted
21	I am inclined to be more generous towards others who have a valid viewpoint that has not been given a proper airing
22	I am reluctant to contribute unless the subject deals with a field I know well
23	I have a tendency to talk a lot once the group gets on to a new topic
24	My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues
25	I am sometimes seen as forceful and authoritarian when dealing with important issues
26	I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere
27	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening
28	I am inclined to be preoccupied when I realise that loose ends have not been tied up

Section C – When involved in a project with other people

Item

30	I have an aptitude for influencing people without pressurising them
31	I can play a part in preventing careless mistakes or omissions from spoiling the success of the operation
32	I like to press for action to make sure that the meeting does not waste time or lose sight of the main objective
33	I can be counted on to contribute something original
34	I am always ready to back a good suggestion in the common interest
35	I am quick to see the possibilities in new ideas and developments
36	I try to maintain my sense of professionalism
37	I believe my capacity for judgement can help bring about the right decisions
38	I can be relied upon to see that all essential work is organised

Section D – My characteristic approach to group work is that:

Item

40	I have a quiet interest to getting to know colleagues better
41	I contribute where I know what I'm talking about
42	I am not reluctant to challenge the views of others or to hold a minority view myself
43	I can usually find a line of argument to refute unsound propositions
44	I think I have a talent for making things work once a plan has to be put into operation
45	I prefer to avoid the obvious and to open up lines that have not been explored
46	I bring a touch of perfectionism to any job I undertake
47	I like to be the one to make contacts outside the group
48	While I am interested in all views, I have no hesitation in making up my mind once a decision has been made

Section E – I gain satisfaction in a job because:

Item

50	I enjoy analysing situations and weighing up all the possible choices
51	I am interested in finding practical solutions to problems
52	I like to feel I am fostering good working relationships
53	I can have a strong influence on decisions
54	I have a chance of meeting new people with different ideas
55	I can get people to agree on priorities
56	I feel in my element where I can give a task my full attention
57	I can find a field that stretches my imagination
58	I feel I am using my special qualifications and training to advantage

Section F – If I am suddenly given a difficult task with a limited time and unfamiliar people:

Item

60	I like to read up as much as I conveniently can on the subject
61	I would feel like devising a solution on my own and then trying to sell it to the group
62	I would be ready to work with the person who showed the most positive approach
63	I would find some way of reducing the size of the task by establishing how different individuals can best contribute
64	My natural sense of urgency would help to ensure that we did not fall behind schedule
65	I believe I would keep cool and maintain my capacity to think straight
66	In spite of conflicting pressures, I would press ahead with whatever needed to be done
67	I would tend to assert myself if I felt the group was making no progress
68	I would open discussion with a view to stimulating new thoughts and getting something moving

Section G – When I am part of a group that is working on a problem:

Item

70	I am apt to overreact when people hold up progress
71	I sometimes find my sense of objectivity has a demotivating effect on others
72	My desire to check that we get the details right is not always welcome
73	I tend to show boredom unless I am actively engaged with stimulating people
74	I find it difficult to get started unless the goals are clear
75	I am sometimes poor at putting across complex points that occur to me
76	I am conscious of demanding from others the things I cannot do myself
77	I am inclined to feel I am wasting time and would do better on my own
78	I hesitate to express my personal views when difficult or powerful people are around

Interpretation of your scores – Self inventory analysis sheet

Transpose the scores from your self-perception inventory, entering them section by section into the table below. Then add up the points in each column to give a total team role distribution score.

Section	Implementer	Co-ordinator	Shaper	Plant	Resource Investigator	Monitor Evaluator	Team Worker	Completer finisher	Specialist
A	17	13	16	12	10	18	11	14	15
B	20	21	25	27	23	24	26	28	22
C	38	30	32	33	35	37	34	31	36
D	44	48	42	45	47	43	40	46	41
E	51	55	53	57	54	50	52	56	58
F	66	63	67	61	68	65	62	64	60
G	74	76	70	75	73	71	78	72	77
Total									

Guidance notes for interpretation of scores

Predominant team role - Identify your highest scoring role. If this is 14 or more, it indicates that it is likely to be the team role that you most prefer to adopt

Secondary team role – Identify your next highest scoring role(s). If this is within 3 or 4 points of your predominant team role score, it indicates that it is likely that you would be able to adopt this role instead of, or in addition to, your predominant role

No predominant team role – If you have no significantly high score, i.e. 14 or higher, it may be that you choose not to contribute significantly to the team in any of the ways indicated by the nine main roles. Sometimes the reason for this is that a person will only feel comfortable, or choose to contribute, his/her expertise to the work group. If this is the case, one should expect to find a high specialist score

See the role description on-line – Lesson 1, part 2