Belbin - Team Roles: Self-Perception Inventory

For each section **distribute ten points** among the sentences that you think **best describe your behaviour**. These points may be distributed among several sentences: in extreme cases they might be spread among all the sentences or ten points may be given to a single sentence. Enter the points in the table at the back of the questionnaire.

Section 1
What I believe I can contribute to a team:
a) I think I can quickly see and take advantage of new opportunities
b) I can work well with a very wide range of people
c) Producing ideas is one of my natural assets
d) My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives
e) My capacity to follow through has much to do with my personal effectiveness
f) I am ready to face temporary unpopularity if it leads to worthwhile results in the end
g) I can usually sense what is realistic and likely to work
h) I can offer a reasoned case for alternative courses of action without introducing bias or prejudice.

Section 2
If I have a possible shortcoming in teamwork, it could be that:
a) I am not at ease unless meetings are well structured and controlled and generally well conducted
b) I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing
c) I have a tendency to talk too much once the group get onto new ideas
d) My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues
e) I am sometimes seen as forceful and authoritarian if there is a need to get something done
f) I find it difficult to lead from the front, perhaps because I am over responsive to group atmosphere
g) I am apt to get too caught up in ideas that occur to me and so lose track of what is happening
h) My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong.

Section 3
When involved in a project with other people:
a) I have an aptitude for influencing people without pressurizing them
b) My general vigilance prevents careless mistakes and omissions being made
c) I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objective
d) I can be counted on to contribute something original
e) I am always ready to back a good suggestion in the common interest
f) I am keen to look for the latest in new ideas and developments
g) I believe my capacity for judgement can help to bring about the right decisions
h) I can be relied upon to see that all essential work is organised.

Section 4
My characteristic approach to group work is that:
a) I have a quiet interest in getting to know colleagues better
b) I am not reluctant to challenge the views of others or to hold a minority view myself
c) I can usually find a line of argument to refute unsound propositions
d) I think I have a talent for making things work once a plan has to be put into operation.
e) I have a tendency to avoid the obvious and to come out with the unexpected
f) I bring a touch of perfectionism to any job I undertake
g) I am ready to make up use of contacts outside the group itself
h) While I am interested in all views I have no hesitation in making up my mind once a decision has to be made.

Section 5
I gain satisfaction in a job because:
a) I enjoy analysing situations and weighing up all the possible choices
b) I am interested in finding practical solutions to problems
c) I like to feel I am fostering good working relationships
d) I can have a strong influence on decisions
e) I can meet people who may have something new to offer
f) I can get people to agree on a necessary course of action
g) I feel in my element where I can give a task my full attention
h) I like to find a field that stretches my imagination.

Section 6
If I am suddenly given a difficult task with limited time and unfamiliar people:
a) I would feel like retiring to a corner to devise a way out of the impasse before developing a line
b) I would be ready to work with the person who showed the most positive approach
c) I would find some way of reducing the size of the task by establishing what different individuals might best contribute
d) My natural sense of urgency would help to ensure that we did not fall behind schedule
e) I believe I would keep cool and maintain my capacity to think straight
f) I would retain a steadiness of purpose in spite of the pressures
g) I would be prepared to take a positive lead if I felt the group was making no progress
h) I would open up discussions with a view to stimulating new thoughts and getting something moving.

Section 7
With reference to the problems to which I am subject in working in groups:
a) I am apt to show my impatience with those who are obstructing progress
b) Others may criticise me for being too analytical and insufficiently intuitive
c) My desire to ensure that work is properly done can hold up proceedings
d) I tend to get bored rather easily and rely on one or two stimulating members to spark me off
e) I find it difficult to get started unless the goals are clear
f) I am sometimes poor at explaining and clarifying complex points that occur to me
g) I am conscious of demanding from others the things I cannot do myself
h) I hesitate to get my points across when I run up against real opposition.

RESULTS
Add up the points in each column to give a total team role distribution score.

SECTION	IMP	CO	SH	PL	RI	ME	TW	CF
1	g	d	f	c	a	h	b	e
2	a	b	e	g	c	d	f	h
3	h	a	c	d	f	g	e	b
4	d	h	b	e	g	c	a	f
5	b	f	d	h	e	a	c	g
6	f	c	g	a	h	e	b	d
7	e	g	a	f	d	b	h	c
Total								

Introduction to Belbin's team roles

Dr Meredith Belbin studied team-work for many years, and he famously observed that people in teams tend to assume different "team roles". He defines a "team role" as "a tendency to behave, contribute and interrelate with others in a particular way" and named nine such team roles that underlie team success. Belbin's research into teams and how they work identified nine roles a range of different 'roles' that often exist within teams, each with their own strengths and weaknesses. A team requires a range of these 'roles' to be present in order to work effectively, therefore no single one is better than another.

The Belbin team roles are:
- **Plant**
- **Co-ordinator**
- **Monitor-evaluator**
- **Implementer**
- **Completer-finisher**
- **Resource investigator**
- **Shaper**
- **Teamworker**
- **Specialist (Expert)**

Each role is described below, with some of the strengths and weaknesses of each role highlighted.

Plant
The 'plant' within a team can be extremely useful in solving tough problems, because they are generally creative and imaginative, and are able to think laterally about new ways of working. They often produce original ideas.
'Plants' may sometimes not pay attention to the detail, preferring to think more broadly, and may find themselves too busy and pre-occupied to communicate effectively with the rest of the team.

Co-ordinator
People who fulfil the co-ordinator role are generally confident and responsible. They function well as a chairperson, helping to clarify goals and establish priorities. They encourage others to make decisions by delegating appropriately.
However, a 'co-ordinator' may be viewed by some as manipulative, using delegation as a chance to offload their own work.

Monitor-Evaluator
Someone fulfilling the 'monitor-evaluator' role is generally quite rational and objective, and is able to make strategic, discerning decisions. The 'monitor-evaluator' makes decisions carefully based on an analysis of all options.
The 'monitor-evaluator' may not possess strong leadership abilities, lacking drive and ability to inspire and motivate others.

Implementer
The 'implementer' is reliable and well disciplined, often conservative and efficient at getting the job done. The implementer is able to reliably turn ideas into practical actions, and strategies into defined and manageable tasks.
Someone in the 'implementer' role may sometimes be resistant to new ideas and possibilities.

Completer-Finisher
Someone in a 'completer-finisher' role within a team will be painstaking, conscientious, and keen to get their job done well. They will be on the lookout for any errors or omissions and take pride in doing a good job and on time.
'Completer-finishers' may be more likely to worry and be anxious about getting things done, and they are likely to be reluctant to delegate.

Resource Investigator
A 'resource investigator' is likely to be enthusiastic and charismatic, communicating well with others. They are able to explore opportunities, develop contacts and instigate relationships.
'Resource investigators' may sometimes be over-optimistic, and may lose interest after the initial enthusiasm has passed.

Shaper
A 'shaper' likes to challenge and drive things forward, enjoying the pressure and the reward of overcoming obstacles. They are able to identify patterns in discussions and in work undertaken and use this to push for change.
Because the 'shaper' likes to challenge others, others may feel that they are being provoked and pushed into a particular direction and may be offended by the 'shaper's' words and actions.

Teamworker
A 'teamworker' is generally co-operative, easy to get along with, perceptive and diplomatic. They are good listeners and are able to smooth over areas of friction within the team. They help keep the team together, particularly during times of stress or pressure.
'Teamworkers' may have a tendency to be indecisive when it comes to making difficult and quick decisions.

Specialist (This role was added later and is not included in the questionnaire)
'Specialists' are likely to be quite personally driven and dedicated, good at working individually and taking their own work forward. They often provide knowledge and skills that are in rare supply.
However, 'specialists' may contribute to the team only in a limited aspect, and may dwell on the technicalities rather than the overall picture