

BELBIN'S SELF-PERCEPTION INVENTORY FOR TEAM ROLE ASSESSMENT

DIRECTIONS:

1. Distribute 10 points per question among the sentences which you think best describe your behaviour. (You can distribute points among several sentences or allot all 10 points to a single sentence.)
2. Enter your scores in Table 1.
3. Transpose scores into Table 2 one line at a time.

I 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.
Total	10	
II 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 gets on to new ideas.
d		My objectives 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.
Total	10	
III When involved in a project with other people:		
a		I have an aptitude for influencing people without pressuring 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 judgment can help to bring about the right decisions.
h		I can be called upon to see that all essential work is organised
Total	10	

IV 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 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.
Total	10	
V 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.
Total	10	
VI If I'm 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.
Total	10	
VII 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 & 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.
Total	10	

TABLE 1. SUMMARY OF SELF-SCORING

SECTION	a	b	c	d	e	f	g	h	Σ
I									10
II									10
III									10
IV									10
V									10
VI									10
VII									10

TABLE 2. CALCULATION OF ROLES

1. Transpose the scores from Table 1, Enter them section by section in Table 2.
(For example, if you have a 5 in Row I, Column C of Table 1, it will be placed in Row I, Column PL of Table 2 as indicated by the C on the LHS of this cell.)
2. Add up the points in each column to give a total team-role score.
3. Divide by the shown amount to calculate a relative team-role score.

SECTION		CW		CP		SH		PL		RI		ME		TW		CF
I	G		D		F		C		A		H		B		E	
II	A		B		E		G		C		D		F		H	
III	H		A		C		D		F		G		E		B	
IV	D		H		B		E		G		C		A		F	
V	B		F		D		H		E		A		C		G	
VI	F		C		G		A		H		E		B		D	
VII	E		G		A		F		D		B		H		C	
TOTAL																

TYPE	TYPICAL FEATURES	POSITIVE QUALITIES	ALLOWABLE WEAKNESSES
COMPANY WORKER	Conservative, dutiful, predictable	Organising ability, practical common sense, hard-working, self-disciplined	Lack of flexibility, Unresponsiveness to unproven ideas.
CHAIRPERSON	Calm, Self confident, controlled	A capacity for treating and welcoming all potential contributions on their merits, strong sense of objectiveness	No more than ordinary in terms of intellect or creative ability
SHAPER	Highly strung, outgoing, dynamic	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self deception	Proneness to provocation, irritation and impatience
PLANT	Individualistic. Serious minded, unorthodox	Genius, imagination, intellect, knowledge	Up in the clouds, inclined to disregard practical details or protocol
RESOURCE INVESTIGATOR	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people, exploring anything new, an ability to respond to challenge	Liable to lose interest once the initial fascination has passed
MONITOR EVALUATOR	Sober, unemotional, prudent	Judgment, discretion, hard headedness	Lacks inspiration or the ability to motivate others
TEAM WORKER	Socially orientated, rather mild, sensitive	An ability to respond to people and to situations, and to promote team spirit	Indecisiveness at moments of crisis.
COMPLETER-FINISHER	Painstaking, orderly, conscientious, anxious	A capacity for follow-through	A tendency to worry about small things, A reluctance to 'let go'