

# SELF-PERCEPTION INVENTORY



8.5

## Directions

For each section distribute a total of ten points among the sentences which 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 provided.

### 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 am quick to sense what is likely to work in a situation with which I am familiar
- h) I can offer a reasoned case for alternative courses of action without introducing bias or prejudice

### 2. 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 a lot once the group get on to 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 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.

Continued...

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...continued.

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## **3. When involved in a project with other people:**

- a) I have an aptitude for influencing people without pressurising 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 objectives
- 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 cool judgement is appreciated by others
- h) I can be relied upon to see that all essential work is organised

## **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 team 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

## **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 exert 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

Continued...



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**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 however difficult he/she might be
- 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 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 pressure
- g) I would be prepared to take a positive lead if I felt the group was making no progress
- h) I would open discussions with a view to stimulating new thoughts and getting something moving

**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 point across when I run up against real opposition

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# ANALYSIS SHEET



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## Self-Perception Inventory Analysis Sheet

Transpose the scores from the preceding sections in the table below. Then add up the points in each column to give a total team-role distribution score.

Section	CW	CH	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								

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# TEAM ROLES



8.8A

## **Chairman (stable, dominant, extrovert)**

Presides over team and co-ordinates efforts to meet targets. Intelligent rather than brilliant; not really an "ideas" person. Establishes roles/work boundaries according to individual abilities, and focuses people on what they do best. A good two-way communicator, and self-disciplined in approach. If a decision is necessary, it is taken firmly after everyone has had a say.

## **Company Worker (stable, controlled)**

The practical organiser, concerned with what is feasible. Turns decisions into defined and manageable tasks that people can actually get on with. Not easily discouraged, though will not do so well in unstable, quickly changing situations. Efficient, systematic, methodical, but can be inflexible. If you need to know what was decided, or what needs to be done, the Company Worker is the one to see.

## **Plant (dominant, high IQ, introvert)**

The 'ideas' person. Most imaginative and intelligent member of the team and the one most likely to look for a new approach to a problem if the team gets bogged down. Can cause offence when criticising other people's ideas, usually counter-proposing own ideas. Can sulk if own ideas are dissected or rejected. Needs careful handling by the Chairman to ensure that vital spark is provided.

## **Monitor Evaluator (high IQ, stable, introvert)**

Cold fish. Measured, dispassionate, analysis is his/her forte. Critic rather than creator – but only if he/she can see a flaw in an argument. The most objective mind in the team, likes time to mull things over. Most likely to stop the team from committing itself to a misguided project. One quality makes him/her indispensable – judgement is hardly ever wrong.

# TEAM ROLES



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8.8A

## **Resource Investigator (as for Chairman)**

Sociable, gregarious, positive, enthusiastic. Goes outside the group and brings back information, ideas, etc. The diplomat, the liaison officer, always looking for new possibilities in the wider world outside. Needs the stimulus of others; gets bored in solitary work. Within the team, though, a good improviser, active under pressure. Prevents team from losing touch with reality.

## **Team Worker (stable, extrovert, low in dominance)**

Most aware of individual needs and emotional undercurrents within the team. Most active internal communicator. Likeable, popular, unassertive: the cement of the team. Loyal to the team unit, builds on ideas rather than demolishes them. Dislikes confrontation, avoids it, and helps cool it down in others. Exemplary team member, particularly in times of stress.

## **Shaper (anxious, dominant, extrovert)**

The task leader, where the Chairman is sociable leader. If no Chairman is present, the shaper will lead, gives shape to the application of the team's efforts. Seeks to convert ideas into decisions and action. Impulsive and impatient, people outside the team regard him/her as arrogant. Can even make the team feel uncomfortable, but makes things happen.

## **Finisher (anxious, introvert)**

Worries about what might go wrong. Checks every detail, this obsession being an expression of anxiety. Preoccupied with order, a compulsive measurer of deadlines who maintains a permanent sense of urgency. Although an asset to the team, can be a morale-lowering worrier, and be side-tracked by trivia.

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