**Belbin Self-Perception inventory**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| NAME: Antons Student Id: | | | | |
| This inventory was developed from a number of earlier versions which had been designed to give Henley members a simple means of assessing their best team roles | | | | |
|  |  |  |  |  |

**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 alongside the appropriate sentences.

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

|  |  |
| --- | --- |
| **II. If I have a possible shortcoming in teamwork, it could be that:** | |
| 5 | 1. I am not at ease unless meetings are well structured and controlled and generally well conducted |
|  | 1. I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing. |
|  | 1. I have a tendency to talk a lot once the group gets on to new ideas |
|  | 1. My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues. |
| 2 | 1. I am sometimes seen as forceful and authoritarian if there is a need to get something done. |
|  | 1. I find it difficult to lead from the front, perhaps because I am over responsive to group atmosphere. |
|  | 1. I am apt to get too caught up in ideas that occur to me and so lose track of what is happening. |
| 3 | 1. My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong. |
|  | |
| **III. When involved in a project with other people:** | |
|  | 1. I have an aptitude for influencing people without pressurising them. |
| 3 | 1. My general vigilance prevents careless mistakes and omissions being made. |
|  | 1. I am ready to press for action to make sure the meeting does not waste time or lose sight of the main objective |
| 2 | 1. I can be counted on to contribute something original. |
| 3 | 1. I am always ready to back a good suggestion in the common interest. |
|  | 1. I am keen to look for the latest in new ideas and developments |
| 2 | 1. I believe my capacity for cool judgement is appreciated by others. |
|  | 1. I can be relied upon to see that all essential work is organised. |
|  |  |

|  |  |
| --- | --- |
| **IV. My characteristic approach to group work is that:** | |
|  | 1. I have a quiet interest in getting to know colleagues better. |
|  | 1. I am not reluctant to challenge the views of others or to hold a minority view myself. |
| 3 | 1. I can usually find a line of argument to refute unsound propositions. |
| 4 | 1. I think I have a talent for making things work once a plan has to be put into operation. |
|  | 1. I have a tendency to avoid the obvious and to come out with the unexpected. |
|  | 1. I bring a touch of perfection to any team job I undertake. |
|  | 1. I am ready to make use of contacts outside the group itself. |
| 3 | 1. While I am interested in all views I have no hesitation in making up my mind once a decision has to be made. |
|  | |
| **V. I gain satisfaction in a job because:** | |
|  | 1. I enjoy analysing situations and weighing up all the possible choices |
| 5 | 1. I am interested in finding practical solutions to problems. |
|  | 1. I like to feel I am fostering good working relationships. |
| 1 | 1. I can have a strong influence on decisions. |
|  | 1. I can meet people who may have something new to offer. |
|  | 1. I can get people to agree on a necessary course of action. |
|  | 1. I feel in my element where I can give a task my full attention. |
| 4 | 1. I like to find a field that stretches my imagination. |
|  | |

|  |  |
| --- | --- |
| **VI. If I am suddenly given a difficult task with limited time and unfamiliar people:** | |
|  | 1. I would feel like retiring to a corner to devise a way out of the impasse before developing a line. |
|  | 1. I would be ready to work with the person who showed the most positive approach, however difficult he might be. |
| 2 | 1. I would find some way of reducing the size of the task by establishing what different individuals might best contribute. |
|  | 1. My natural sense of urgency would help to ensure that we did not fall behind schedule. |
| 4 | 1. I believe I would keep cool and maintain my capacity to think straight. |
| 4 | 1. I would retain a steadiness of purpose in spite of the pressures. |
|  | 1. I would be prepared to take a positive lead if I felt the group was making no progress. |
|  | 1. I would open up discussions with a view to stimulating new thoughts and getting something moving. |
|  | |
| **VII. With reference to the problems to which I am subject in working in groups:** | |
|  | 1. I am apt to show my impatience with those who are obstructing progress. |
|  | 1. Others may criticise me for being too analytical and insufficiently intuitive. |
|  | 1. My desire to ensure that work is properly done can hold up proceedings. |
|  | 1. I tend to get bored rather easily and rely on one or two stimulating members to spark me off. |
| 5 | 1. I find it difficult to get started unless the goals are clear. |
| 5 | 1. I am sometimes poor at explaining and clarifying complex points that occur to me. |
|  | 1. I am conscious of demanding from others the things I cannot do myself. |
|  | 1. I hesitate to get my points across when I run up against real opposition. |

Points table for Self Perception Inventory

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SECTION** | **ITEM** |  |  |  |  |  |  |  |
|  | **a** | **b** | **c** | **d** | **e** | **f** | **g** | **h** |
| **I** | 3 |  |  |  | 1 | 1 | 5 |  |
| **II** | 5 |  |  |  | 2 |  |  | 3 |
| **III** |  | 3 |  | 2 | 3 |  | 2 |  |
| **IV** |  |  | 3 | 4 |  |  |  | 3 |
| **V** |  | 5 |  | 1 |  |  |  | 4 |
| **VI** |  |  | 2 |  | 4 | 4 |  |  |
| **VII** |  |  |  |  | 5 | 5 |  |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SECTION** | **IMP** | | **CO** | | **SH** | | **PL** | | **RI** | | **ME** | | **TW** | | | **CF** | |
| **I** | g | 5 | d |  | f | **1** | c |  | a | 3 | h |  | b |  | e | | 1 |
| **II** | a | 5 | b |  | e | **2** | g |  | c |  | d |  | f |  | h | | 3 |
| **III** | h |  | a |  | c |  | d | 2 | f |  | g | 2 | e | 3 | b | | 3 |
| **IV** | d | 4 | h | **3** | b |  | e |  | g |  | c | 3 | a |  | f | |  |
| **V** | b | 5 | f |  | d | **1** | h | 4 | e |  | a |  | c |  | g | |  |
| **VI** | f | 4 | c | **2** | g |  | a |  | h |  | e | 4 | b |  | d | |  |
| **VII** | e | 5 | g |  | a |  | f | 5 | d |  | b |  | h |  | c | |  |
| **TOTAL** |  | 28 |  | **5** |  | **4** |  | 11 |  | 3 |  | 9 |  | 3 |  | | 7 |

**Table of Norms for SPI (sample size = 78)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Low**  **0 - 33%** | **Average**  **33 - 66%** | **High**  **66 - 85%** | **Very High**  **85 - 100%** | **Average score** |
| **IMP** | 0 - 6 | 7 - 11 | 12 - 16 | 17 - 23 | 10.0 |
| **CO** | 0 - 6 | 7 - 10 | 11 - 13 | 14 - 18 | 8.8 |
| **SH** | 0 - 8 | 9 - 13 | 14 - 17 | 18 - 36 | 11.6 |
| **PL** | 0 - 4 | 5 - 8 | 9 - 12 | 13 - 29 | 7.3 |
| **RI** | 0 - 6 | 7 - 9 | 10 - 11 | 12 - 21 | 7.8 |
| **ME** | 0 - 5 | 6 - 9 | 10 - 12 | 13 - 19 | 8.2 |
| **TW** | 0 - 8 | 9 - 12 | 13 - 16 | 17 - 25 | 10.9 |
| **CF** | 0 - 3 | 4 - 6 | 7 - 9 | 10 - 17 | 5.5 |

# Useful people to have in teams (from ‘Management Teams – why they succeed or fail’, by Meredith Belbin)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Type** | **Symbol** | **Team Role** | **Typical Features** | **Positive Qualities** | **Allowable weaknesses** |
| **Implementer** | IMP | A good organiser - turns ideas into practical action | Conservative, dutiful, predictable | Organising ability, practical common sense, hard working, self discipline | Lack of flexibility, unresponsiveness to unproven ideas |
| **Co - ordinator** | CO | Clarifies goals, co-ordinates, promotes decision making | Calm, self confident, controlled | A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives | No more than ordinary in terms of intellect or creative ability |
| **Shaper** | SH | Forces things along, shapes teams efforts, seeing relationships between issues | Highly strung, outgoing, dynamic | Drive and a readiness to challenge inertia, ineffectiveness, complacency or self deception | Proneness to provocation, irritation and impatience |
| **Plant** | PL | The ideas person, provider of innovative solutions | Individualistic, serious minded, unorthodox | Genius, imagination, intellect, knowledge | Up in the clouds, inclined to disregard practical details or protocol |
| **Resource Investigator** | RI | Explorer of opportunities, developer of outside contacts | Extroverted, enthusiastic, curious, communicative | A capacity for contacting people and exploring anything new. An ability to respond to challenge | Liable to lose interest once the initial fascination has passed |
| **Monitor Evaluator** | ME | Analyses and evaluates the options, is accurate judge of things | Sober, unemotional, prudent | Judgement, discretion, hard headedness | Lacks inspiration or the ability to motivate others |
| **Team Worker** | TW | The internal diplomat, listens to all sides, builds, averts friction, calms the waters | 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** | CF | Looks after the detail, searches out errors and omissions, delivers on time | Painstaking, orderly, conscientious, anxious | A capacity for follow through. Perfectionism | A tendency to worry about small things. A reluctance to “let go”. |
| **Specialist** | SP | Provides specialist knowledge and skills | Single minded, self starting, dedicated | Pre-eminent in his or her field | Contributes only on a narrow front, dwells on technicalities, overlooks the big picture |

**Belbin Self-Perception inventory**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| NAME: Kevin Blandford Student Id: | | | | |
| This inventory was developed from a number of earlier versions which had been designed to give Henley members a simple means of assessing their best team roles | | | | |
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**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 alongside the appropriate sentences.

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|  | | 1. I can work well with a very wide range of people. 5 |
|  | | 1. Producing ideas is one of my natural assets. 3 |
|  | 1. My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives. |
|  | | 1. My capacity to follow through has much to do with my personal effectiveness |
|  | | 1. I am ready to face temporary unpopularity if it leads to worthwhile results in the end 1 |
|  | | 1. I am quick to sense what is likely to work in a situation with which I am familiar 1 |
|  | | 1. I can offer a reasoned case for alternative courses of action without introducing bias or prejudice |
|  | | |

|  |  |
| --- | --- |
| **II. If I have a possible shortcoming in teamwork, it could be that:** | |
|  | 1. I am not at ease unless meetings are well structured and controlled and generally well conducted |
|  | 1. I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing. 2 |
|  | 1. I have a tendency to talk a lot once the group gets on to new ideas 3 |
|  | 1. My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues. |
|  | 1. I am sometimes seen as forceful and authoritarian if there is a need to get something done. |
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|  | 1. I am apt to get too caught up in ideas that occur to me and so lose track of what is happening. |
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|  | 1. I have an aptitude for influencing people without pressurising them. |
|  | 1. My general vigilance prevents careless mistakes and omissions being made. |
|  | 1. I am ready to press for action to make sure the meeting does not waste time or lose sight of the main objective 3 |
|  | 1. I can be counted on to contribute something original. 1 |
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|  | 1. I am keen to look for the latest in new ideas and developments 1 |
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|  | 1. I can usually find a line of argument to refute unsound propositions. |
|  | 1. I think I have a talent for making things work once a plan has to be put into operation. |
|  | 1. I have a tendency to avoid the obvious and to come out with the unexpected. |
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|  | 1. I am interested in finding practical solutions to problems. 3 |
|  | 1. I like to feel I am fostering good working relationships. 1 |
|  | 1. I can have a strong influence on decisions. |
|  | 1. I can meet people who may have something new to offer. |
|  | 1. I can get people to agree on a necessary course of action. |
|  | 1. I feel in my element where I can give a task my full attention. 3 |
|  | 1. I like to find a field that stretches my imagination. 2 |
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|  | 1. I would feel like retiring to a corner to devise a way out of the impasse before developing a line. |
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Points table for Self Perception Inventory

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SECTION** | **ITEM** |  |  |  |  |  |  |  |
|  | **a** | **b** | **c** | **d** | **e** | **f** | **g** | **h** |
| **I** |  | 5 | 3 |  |  | 1 | 1 |  |
| **II** |  | 2 | 3 |  |  | 4 |  | 1 |
| **III** |  |  | 3 | 1 | 4 | 1 |  | 1 |
| **IV** | 3 | 2 |  |  |  |  |  | 5 |
| **V** | 1 | 3 | 1 |  |  |  | 3 | 2 |
| **VI** |  | 4 | 3 | 1 |  |  |  | 2 |
| **VII** |  |  |  | 3 | 2 | 2 | 3 |  |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **SECTION** | **IMP** | | **CO** | | **SH** | | **PL** | | **RI** | | **ME** | | **TW** | | **CF** | | |
| **I** | g | 1 | d |  | f | **1** | c | 3 | a |  | h |  | b | 5 | | e |  |
| **II** | a |  | b | **2** | e |  | g |  | c | 3 | d |  | f | 4 | | h | 1 |
| **III** | h | 1 | a |  | c | **3** | d | 1 | f | 1 | g |  | e | 4 | | b |  |
| **IV** | d |  | h | **5** | b | **2** | e |  | g |  | c |  | a | 3 | | f |  |
| **V** | b | 3 | f |  | d |  | h | 2 | e |  | a | 1 | c | 1 | | g | 3 |
| **VI** | f |  | C | **3** | g |  | a |  | h | 2 | e |  | b | 4 | | d | 1 |
| **VII** | e | 2 | g | **3** | a |  | f | 2 | d | 3 | b |  | h |  | | c |  |
| **TOTAL** |  | 7 |  | **13** |  | **6** |  | 8 |  | 9 |  | 1 |  | 21 | |  | 5 |

Team Worker, Co-ordinator

**Table of Norms for SPI (sample size = 78)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
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| NAME: Gisylia Geyoro Student Id: | | | | |
| This inventory was developed from a number of earlier versions which had been designed to give Henley members a simple means of assessing their best team roles | | | | |
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# Belbin self-perception inventory

|  |  |
| --- | --- |
|  | **rate** |
| I think I can quickly see and take advantage of new opportunities | **7** |
| I can work well with a very wide range of people. | **9** |
| Producing ideas is one of my natural assets. | **8** |
| My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives. | **3** |
| My capacity to follow through has much to do with my personal effectiveness | **5** |
| I am ready to face temporary unpopularity if it leads to worthwhile results in the end | **4** |
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| I can offer a reasoned case for alternative courses of action without introducing bias or prejudice | **5** |

**II. If I have a possible shortcoming in teamwork, it could be that:**

|  |  |
| --- | --- |
|  | **rate** |
| I am not at ease unless meetings are well structured and controlled and generally well conducted | **10** |
| I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing. | **8** |
| I have a tendency to talk a lot once the group gets on to new ideas | **6** |
| My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues. | **2** |
| I am sometimes seen as forceful and authoritarian if there is a need to get something done. | **2** |
| I find it difficult to lead from the front, perhaps because I am over responsive to group atmosphere. | **3** |
| I am apt to get too caught up in ideas that occur to me and so lose track of what is happening. | **6** |
| My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong. | **5** |

**III. When involved in a project with other people:**

|  |  |
| --- | --- |
|  | **rate** |
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| My general vigilance prevents careless mistakes and omissions being made. | **6** |
| I am ready to press for action to make sure the meeting does not waste time or lose sight of the main objective | **8** |
| I can be counted on to contribute something original. | **7** |
| I am always ready to back a good suggestion in the common interest. | **8** |
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| I can usually find a line of argument to refute unsound propositions. | **5** |
| I think I have a talent for making things work once a plan has to be put into operation. | **7** |
| I have a tendency to avoid the obvious and to come out with the unexpected. | **8** |
| I bring a touch of perfection to any team job I undertake. | **10** |
| I am ready to make use of contacts outside the group itself. | **8** |
| While I am interested in all views I have no hesitation in making up my mind once a decision has to be made. | **9** |
| **V. I gain satisfaction in a job because:** |
|  | **rate** |
| I enjoy analysing situations and weighing up all the possible choices | **8** |
| I am interested in finding practical solutions to problems. | **9** |
| I like to feel I am fostering good working relationships. | **8** |
| I can have a strong influence on decisions. | **7** |
| I can meet people who may have something new to offer. | **9** |
| I can get people to agree on a necessary course of action. | **8** |
| I feel in my element where I can give a task my full attention. | **9** |
| I like to find a field that stretches my imagination. | **8** |
|  | **rate** |
| I would feel like retiring to a corner to devise a way out of the impasse before developing a line. | **9** |
| I would be ready to work with the person who showed the most positive approach, however difficult he might be. | **9** |
| I would find some way of reducing the size of the task by establishing what different individuals might best contribute. | **8** |
| My natural sense of urgency would help to ensure that we did not fall behind schedule. | **9** |
| I believe I would keep cool and maintain my capacity to think straight. | **9** |
| I would retain a steadiness of purpose in spite of the pressures. | **9** |
| I would be prepared to take a positive lead if I felt the group was making no progress. | **8** |
| I would open up discussions with a view to stimulating new thoughts and getting something moving. | **9** |

|  |
| --- |
| **VIIWith reference to the problems to which I am subject in working in groups:** |

|  |  |
| --- | --- |
|  | **rate** |
| I am apt to show my impatience with those who are obstructing progress. | **8** |
| Others may criticise me for being too analytical and insufficiently intuitive. | **9** |
| My desire to ensure that work is properly done can hold up proceedings. | **8** |
| I tend to get bored rather easily and rely on one or two stimulating members to spark me off. | **8** |
| I find it difficult to get started unless the goals are clear. | **6** |
| I am sometimes poor at explaining and clarifying complex points that occur to me. | **9** |
| I am conscious of demanding from others the things I cannot do myself. | **9** |
| I hesitate to get my points across when I run up against real opposition. | **7** |

Belbin Self-Perception inventory

NAME:  Andre Brasil                                        Student Id:

This inventory was developed from a number of earlier versions which had been designed to give Henley members a simple means of assessing their best team roles

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 alongside the appropriate sentences.

I. What I believe I can contribute to a team:

a) I think I can quickly see and take advantage of new opportunities - 2

b) I can work well with a very wide range of people. - 2

c) Producing ideas is one of my natural assets. - 2

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 - 1

f) I am ready to face temporary unpopularity if it leads to worthwhile results in the end – 3

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

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 - 2

b) I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing. - 3

c) I have a tendency to talk a lot once the group gets 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. 3

g) I am apt to get too caught up in ideas that occur to me and so lose track of what is happening. - 2

h) My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong.

III. 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 the meeting does not waste time or lose sight of the main objective - 2

d) I can be counted on to contribute something original. - 4

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

IV. My characteristic approach to group work is that:

a) I have a quiet interest in getting to know colleagues better. - 2

b) I am not reluctant to challenge the views of others or to hold a minority view myself. -  3

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 perfection to any team job I undertake. - 2

g) I am ready to make use of contacts outside the group itself. - 3

h) While I am interested in all views I have no hesitation in making up my mind once a decision has to be made.

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. - 2

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. - 4

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. - 2

h) I like to find a field that stretches my imagination. - 2

VI. 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 might be. - 4

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. - 2

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. - 2

h) I would open up discussions with a view to stimulating new thoughts and getting something moving. - 2

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. - 3

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. - 4

f) I am sometimes poor at explaining and clarifying complex points that occur to me. - 3

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.

Points table for Self Perception Inventory

SECTION ITEM

a b c d e f g h

I 2 2 2 1 3

II 2 3 3 2

III 2 4 4

IV 2 3 2 3

V 2 2 4    2

VI 4 2 2 2

VII 3 4 3

SECTION IMP CO SH PL RI ME TW CF

I g d f 3 c 2 a 2 h b 2 e 1

II a 2 b 3 e g 2 c d f 3 h

III h 4 a c 2 d 4 f g e b

IV d h b 3 e g 3 c a 2 f 2

V b 2 f d h 2 e 2 a c g 4

VI f c g 2 a h 2 e b 4 d 2

VII e 4 g a 3 f 3 d b h c

TOTAL 12 3 13 13 9 11 9

Table of Norms for SPI (sample size = 78)

Low

0 - 33% Average

33 - 66% High

66 - 85% Very High

85 - 100% Average score

IMP 0 - 6 7 - 11 12 - 16 17 - 23 12

CO 0 - 6 7 - 10 11 - 13 14 - 18 3

SH 0 - 8 9 - 13 14 - 17 18 - 36 13

PL 0 - 4 5 - 8 9 - 12 13 - 29 13

RI 0 - 6 7 - 9 10 - 11 12 - 21 9

ME 0 - 5 6 - 9 10 - 12 13 - 19 0

TW 0 - 8 9 - 12 13 - 16 17 - 25 11

CF 0 - 3 4 - 6 7 - 9 10 - 17 9

Useful people to have in teams (from ‘Management Teams – why they succeed or fail’, by Meredith Belbin)

Type Symbol Team Role Typical Features Positive Qualities Allowable weaknesses

Implementer IMP A good organiser - turns ideas into practical action Conservative, dutiful, predictable Organising ability, practical common sense, hard working, self discipline Lack of flexibility, unresponsiveness to unproven ideas

Co - ordinator CO Clarifies goals, co-ordinates, promotes decision making Calm, self confident, controlled A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives No more than ordinary in terms of intellect or creative ability

Shaper SH Forces things along, shapes teams efforts, seeing relationships between issues Highly strung, outgoing, dynamic Drive and a readiness to challenge inertia, ineffectiveness, complacency or self deception Proneness to provocation, irritation and impatience

Plant PL The ideas person, provider of innovative solutions Individualistic, serious minded, unorthodox Genius, imagination, intellect, knowledge Up in the clouds, inclined to disregard practical details or protocol

Resource Investigator RI Explorer of opportunities, developer of outside contacts Extroverted, enthusiastic, curious, communicative A capacity for contacting people and exploring anything new. An ability to respond to challenge Liable to lose interest once the initial fascination has passed

Monitor Evaluator ME Analyses and evaluates the options, is accurate judge of things Sober, unemotional, prudent Judgement, discretion, hard headedness Lacks inspiration or the ability to motivate others

Team Worker TW The internal diplomat, listens to all sides, builds, averts friction, calms the waters 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 CF Looks after the detail, searches out errors and omissions, delivers on time Painstaking, orderly, conscientious, anxious A capacity for follow through. Perfectionism A tendency to worry about small things. A reluctance to “let go”.

Specialist SP Provides specialist knowledge and skills Single minded, self starting, dedicated Pre-eminent in his or her field Contributes only on a narrow front, dwells on technicalities, overlooks the big picture

Observer’s Assessment Sheet

Name of Observer (optional) Name of Observed Date

Tick the words from List A which you think are descriptive of the person being observed. If you think a word is very descriptive, give a double tick. Should you consider that there is a shortage of appropriate words then add some of your own. Please place your tick(s) neatly in the box provided

Now tick any of the words in List B if you believe them to be at least partly applicable. The instructions are otherwise the same as for List A

List A List B

1. Accurate 26. Knowledgeable 1. Aggressive

2. Adaptable 27. Logical 2. Critical

3. Analytical 28. Loyal 3. Easily bored

4. Broad in outlook 29. Observant 4. Empire building

5. Calm and confident 30. Opportunistic 5. Erratic

6. Caring 31. Original 6. Fearful of conflict

7. Challenging 32. Outgoing 7. Forgetful

8. Clever 33. Outspoken 8. Frightened of failure

9. Competitive 34. Perfectionist 9. Fussy

10. Conscientious 35. Persistent 10. Impatient

11. Conscious of priorities 36. Persuasive 11. Impulsive

12. Consultative 37. Practical 12. Indecisive

13. Co-operative 38. Professionally dedicated 13. Inflexible

14. Creative 39. Realistic 14. Insular

15. Diplomatic 40. Self reliant 15. Laid back

16. Disciplined 41. Shrewd 16. Manipulative

17. Efficient 42. Single minded 17. Not interested in others

18. Encouraging of others 43. Technically minded 18. Over sensitive

19. Enterprising 44. Tough 19. Provocative

20. Good at follow through 45. Well organised 20. Reluctant to delegate

21. Hard driving 21. Resistant to change

22. Imaginative 22. Sceptical

23. Impartial 23. Slow moving

24. Innovative 24. Territorial

25. inquisitive 25. Unadventurous

26. Unorthodox

27. Up in the clouds