

**Work Integrated Learning**  
**COMP3850/COMP3851A/COMP3851B**

**BELBIN TEAM ROLES**  
**SELF-PERCEPTION INVENTORY**

A team role as defined by Dr Meredith Belbin is: *“A tendency to behave, contribute and interrelate with others in a particular way.”*

Belbin team roles describe a pattern of behavior that characterizes one person’s behavior in relationship to another in facilitating the progress of a team. The value of Belbin team-role theory lies in enabling an individual or team to benefit from self-knowledge and adjust according to the demands being made by the external situation,

This inventory is designed to help you identify your team-work roles preferences. We suggest that you complete it now before you read the accompanying team role descriptions.

**Directions**

For each question distribute a total of ten points amongst the sentences which you think best describes your behavior. These points may be distributed amongst several sentences: in extreme cases they may be spread among all sentences or ten points may be given to a single sentence.

**Question 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 in 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.

**Question 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 tend to talk a lot when 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.
- (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.

**Question 3: 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 meetings do 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 in the capacity for cool judgment is appreciated by others.
- (h) I can be relied upon to see that all essential work is organized.

**Question 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 must be put into operation.
- (e) I tend 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 of the group itself.
- (h) While I am interested in all views, I have no hesitation in making up my mind once a decision must be made.

**Question 5: I gain satisfaction in a job because**

- (a) I enjoy analyzing 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 when I can give a task my full attention.
- (h) I like to find a field that stretches my imagination.

**Question 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 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 despite 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.

**Question 7: Problems which I am subject to in working in groups are**

- (a) I am apt to show my impatience with those who are obstructing progress.
- (b) Others may criticize 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 to 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.

**Thank You**

# **Role description**

## **SH (Shaper)**

### ***Characteristics***

Highly strung, outgoing, dynamic.

Shapers are highly motivated people with a lot of nervous energy and a great need for achievement. Often, they seem to be aggressive extroverts with strong drive. Shapers like to challenge, to lead and to push others into action - and to win. If obstacles arise, they will find a way round - but can be headstrong and emotional in response to any form of disappointment or frustration. Shapers can handle and even thrive on confrontation.

### ***Function***

Shapers generally make good managers because they generate action and thrive on pressure. They are excellent at sparking life into a team and are very useful in groups where political complications are apt to slow things down. Shapers are inclined to rise above problems of this kind and forge ahead regardless. They like making necessary changes and do not mind taking unpopular decisions. As the name implies, they try to impose some shape and pattern on group discussion or activities. They are probably the most effective members of a team in guaranteeing positive action.

### ***Strengths***

Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.

### ***Allowable Weaknesses***

Prone to provocation, irritation and impatience, and a tendency to offend others.

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## **PL (Plant)**

### ***Characteristics***

Individualistic, serious-minded, unorthodox.

Plants are innovators and inventors and can be highly creative. They provide the seeds and ideas from which major developments spring. Usually they prefer to operate by themselves at some distance from the other members of the team, using their imagination and often working in an unorthodox way. They tend to be introverted and react strongly to criticism and praise. Their ideas may often be radical and may lack practical constraint. They are independent, clever and original and may be weak in communicating with other people on a different wave-length.

### ***Function***

The main use of a Plant is to generate new proposals and to solve complex problems. Plants are often needed in the initial stages of a project or when a project is failing to progress. Plants have often made their marks as founders of companies or as originators of new products. Too many Plants in one organisation, however, may be counter-productive as they tend to spend their time reinforcing their own ideas and engaging each other in combat.

### ***Strengths***

Genius, imagination, intellect, knowledge.

### ***Allowable Weaknesses***

Up in the clouds, inclined to disregard practical details or protocol.

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## **CO (Coordinator)**

### ***Characteristics***

Calm, self-confident, controlled.

The distinguishing feature of Coordinators is their ability to cause others to work to shared goals. Mature, trusting and confident, they delegate readily. In interpersonal relations they are quick to spot individual talents and to use them to pursue group objectives. While Coordinators are not necessarily the cleverest members of a team, they have a broad and worldly outlook and generally command respect.

### ***Function***

Coordinators are useful people to have in charge of a team with diverse skills and personal characteristics. They perform better in dealing with colleagues of near or equal rank than in directing junior subordinates. Their motto might well be "consultation with control" and they usually believe in tackling problems calmly. In some organisations, Coordinators are inclined to clash with Shapers due to their contrasting management styles.

### ***Strengths***

Welcome all potential contributors on their merits and without prejudice, but without ever losing sight of the main objective.

### ***Allowable Weaknesses***

No pretensions as regards intellectual or creative ability.

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## **ME (Monitor Evaluator)**

### ***Characteristics***

Sober, unemotional, prudent.

Monitor Evaluators are serious-minded, prudent individuals with a built-in immunity from being over-enthusiastic. They are slow deciders who prefer to think things over - usually with a high critical thinking ability. Good Monitor Evaluators have a capacity for shrewd judgements that take all factors into account and seldom give bad advice.

### ***Function***

Monitor Evaluators are at home when analysing problems and evaluating ideas and suggestions. They are very good at weighing up the pro's and con's of options and to outsiders seem dry, boring or even over-critical. Some people are surprised that they become managers. Nevertheless, many Monitor Evaluators occupy key planning and strategic posts and thrive in high-level appointments where a relatively small number of decisions carry major consequences.

### ***Strengths***

Judgement, discretion, hard-headedness.

### ***Allowable Weaknesses***

Lack of inspiration or the ability to motivate others.

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## **RI (Resource Investigator)**

### ***Characteristics***

Extroverted, enthusiastic, curious, communicative.

Resource Investigators are good communicators both inside and outside the organisation. They are natural negotiators, adept at exploring new opportunities and developing contacts. Although not necessarily a great source of original ideas, they are quick to pick up other people's ideas and build on them. They are skilled at finding out what is available and what can be done, and usually get a warm welcome because of their outgoing nature. Resource Investigators have relaxed personalities with a strong inquisitive sense and a readiness to see the possibilities of anything new. However, unless they remain stimulated by others, their enthusiasm rapidly fades.

### ***Function***

Resource Investigators are quick to open up and exploit opportunities. They have an ability to think on their feet and to probe others for information. They are the best people to set up external contacts, to search for resources outside the group, and to carry out any negotiations that may be involved.

### ***Strengths***

A capacity for finding useful people and promising ideas or opportunities, and a general source of vitality.

### ***Allowable Weaknesses***

Liable to lose interest once the initial fascination has passed.

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## **IMP (Implementer)**

### ***Characteristics***

Implementers are well organised, enjoy routine, and have a practical common-sense and self-discipline. They favour hard work and tackle problems in a systematic fashion. On a wider front they hold unswerving loyalty to the organisation and are less concerned with the pursuit of self-interest.

However, Implementers may find difficulty in coping with new situations.

### ***Function***

Implementers are useful because of their reliability and capacity for application. They succeed because they have a sense of what is feasible and relevant. It is said that many executives only do the jobs they wish to do and neglect those tasks which they find distasteful. By contrast, Implementers will do what needs to be done. Good Implementers often progress to high management positions by virtue of good organisational skills and efficiency in dealing with all necessary work.

### ***Strengths***

Organising ability, practical common sense, hardworking, self-discipline.

### ***Allowable Weaknesses***

Lack of flexibility, resistance to unproven ideas.

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## **TW (Team Worker)**

### ***Characteristics***

Socially oriented, rather mild and sensitive.

Team Workers are the most supportive members of a team. They are mild, sociable and concerned about others with a great capacity for flexibility and adapting to different situations and people. Team Workers are perceptive and diplomatic. They are good listeners and are generally popular members of a group. They cope less well with pressure or situations involving the need for confrontation.

### ***Function***

The role of the Team Worker is to prevent interpersonal problems within a team and allow everyone to contribute effectively. Since they don't like friction, they will go to great lengths to avoid it. The diplomatic and perceptive skills of a Team Worker become real assets, especially under a managerial regime where conflicts are liable to arise or to be artificially suppressed. Team Worker managers are seen as a threat to no one and therefore can be elected as the most accepted and favoured people to serve under. Team Workers have a lubricating effect on teams. Morale is better and people seem to co-operate better when they are around.

### ***Strengths***

Ability to respond to people and situations and to promote team spirit.

### ***Allowable Weaknesses***

Indecision at moments of crisis and some failure to provide a clear lead to others.

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## **CF (Completer-Finisher)**

### ***Characteristics***

Painstaking, orderly, conscientious, anxious.

Completers, or Completer-Finishers, have a great capacity for follow-through and attention to detail, and seldom start what they cannot finish. They are motivated by internal anxiety, although outwardly they may appear unruffled. Typically, they are introverts who don't need much external stimulus or incentive. Completer-Finishers dislike carelessness and are intolerant of those with a casual disposition. Reluctant to delegate, they prefer to tackle all tasks themselves.

### ***Function***

Completer-Finishers are invaluable where tasks demand close concentration and a high degree of accuracy. They foster a sense of urgency within a team and are good at meeting schedules. In management, they excel by the high standards to which they aspire, and by their concern for precision, attention to detail and follow-through.

***Strengths***

A capacity for fulfilling their promises and working to the highest standards.

***Allowable Weaknesses***

A tendency to worry about small things and a reluctance to "let go".

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**Specialist (not assessed in the test)**

***Characteristics***

Professional, self-starting, dedicated.

Specialists are dedicated individuals who pride themselves on acquiring technical skills and specialist knowledge. Their priorities are to maintain professional standards and advance their own subject. While they show great pride in their own work, they usually lack interest in other people's work, and even in other people themselves. Eventually, the Specialist becomes the expert by sheer commitment along a narrow front. Few possess the single-mindedness, dedication and aptitude to become a first-class Specialist.

***Function***

Specialists play an indispensable part in some teams, for they provide the rare skill upon which the organisation's service or product is based. As managers, they command support because they know more about their subject than anyone else and can usually be called upon to make decisions based on in-depth experience.

***Strengths***

Provide knowledge or technical skills in rare supply.

***Allowable Weaknesses***

Contribute only on a narrow front.

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For more information, please check <https://www.belbin.com/>