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| **Belbin Team Roles** |
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| **U:\Year 3\Group Project\enigmalogo.png** |

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| For each section distribute a total of 10 points among the statements which you think best describe your behaviour. The points may be distributed among several sentences and in some cases they might be spread across all the statements or all 10 points can be given to one statement only. |

Allocate a total of 10 points to your chosen statements.

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|  | **The main contribution I can make to a team is…** | **Allocation of Points** |
| 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 | 4 |
| c | Producing ideas is one of my natural assets | 1 |
| 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 | 2 |
| f | I am ready to face temporary unpopularity if it leads to worthwhile results in the end |  |
| g | I can usually sense what is unrealistic and unlikely to work | 2 |
| h | I can offer a reasoned case for alternative courses of action without introducing bias or prejudice | 1 |

Allocate a total of 10 points to your chosen statements

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|  | **My shortcomings when working in a team are…** | **Allocation of Points** |
| a | I am not at ease unless meetings are well  structured and controlled and generally well  conducted | 3 |
| b | I am inclined to be too generous towards others  who have a valid viewpoint that has not been given  a proper airing | 2 |
| c | I have a tendency to talk too much 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 | 1 |
| 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 | 1 |
| g | I am apt to get too caught up in ideas that occur to  me and so lose track of what is happening | 3 |
| h | My colleagues tend to see me as worrying  unnecessarily over detail and the possibility that  things may go wrong |  |

Allocate a total of 10 points to your chosen statements.

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|  | **When involved in project with other people…** | **Allocation of Points** |
| a | I have an aptitude for influencing people without  pressurising them |  |
| b | My general vigilance prevents careless mistakes  and omissions being made | 2 |
| 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 | 3 |
| f | I am keen to look for the latest in new ideas and  developments | 3 |
| g | I believe my capacity for judgment can help to bring  about the right decisions | 2 |
| h | I can be relied upon to see that all essential work is  organised |  |

Allocate a total of 10 points to your chosen statements.

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|  | **My usual approach to team work is…** | **Allocation of Points** |
| a | I have a quiet interest in getting to know colleagues  better |  |
| b | I am not reluctant to challenge the views of others  or 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 | 4 |
| 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 | 1 |
| g | I am ready to make use of contacts outside the  group itself | 2 |
| h | While I am interested in all views I have no  hesitation in making up my mind once a decision  has to be made | 3 |

Allocate a total of 10 points to your chosen statements.

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|  | **I gain satisfaction in a job because…** | **Allocation of Points** |
| a | I enjoy analysing situations and weighing up all  the possible choices | 2 |
| b | I am interested in finding practical solutions to  problems | 2 |
| c | I like fostering good working relationships | 1 |
| d | I can have a strong influence on decisions |  |
| e | I can meet people who may have something new  to offer | 3 |
| 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 | 2 |

Allocate a total of 10 points to your chosen statements.

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|  | **If I am suddenly asked to work on a difficult task with limited time and resources and unfamiliar people…** | **Allocation of Points** |
| 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 | 2 |
| c | I would find some way of reducing the size of the  task by establishing what different individuals might  best contribute | 3 |
| d | My natural sense of urgency would help to ensure  that we did not fall behind schedule | 3 |
| 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 | 1 |
| 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  done | 1 |

Allocate a total of 10 points to your chosen statements.

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|  | **The main problems I experience when working on a team are…** | **Allocation of Points** |
| 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 | 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 | 3 |
| h | I hesitate to get my points across when I run up  against real opposition |  |