

BELBIN'S SELF-PERCEPTION INVENTORY

FOR TEAM ATTRIBUTES

The Belbin Self-Perception Inventory (SPI) is a behaviour-based questionnaire. There are no right or wrong answers; try to respond on the basis of who you ARE rather than who you would like to be. Spend about 15-20 minutes, trying not to over-analyse your responses.

The Belbin SPI consists of eight sections and each section contains 10 statements. Within each section, you have to allocate points to the statements based on how you feel they apply to you; **the sum total of points for the section must be 10**. For example:

- if you think that one statement applies strongly and two others apply just a little, you might distribute the points as 6 for "strongly applies" and 2 each for the other two statements,
- or if two statements apply equally strongly you might allocate 5 points to each, or
- alternatively you could give all 10 points to one statement, or allocate one or two points to each of the 8 statements. However, try to avoid over-liberal use of these extremes!

Please allocate whole numbers only - no fractions or decimals.

I What I believe I can contribute to a team:		
a	3	I think I can quickly see and take advantage of new opportunities.
b	1	I can work well with a very wide range of people.
c	0	Producing ideas is one of my natural assets.
d	3	My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives.
e	0	My capacity to follow through has much to do with my personal effectiveness.
f	0	I am ready to face temporary unpopularity if it leads to worthwhile results in the end.
g	2	I can usually sense what is realistic and likely to work.
h	1	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	0	I am not at ease unless meetings are well structured and controlled and generally well conducted.
b	5	I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing.
c	0	I have a tendency to talk too much once the group gets on to new ideas.
d	5	My objectives outlook makes it difficult for me to join in readily and enthusiastically with colleagues.
e	0	I am sometimes seen as forceful and authoritarian if there is a need to get something done.
f	0	I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere.
g	0	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.
h	0	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	0	I have an aptitude for influencing people without pressuring them.
b	2	My general vigilance prevents careless mistakes and omissions being made.
c	0	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	0	I can be counted on to contribute something original.
e	2	I am always ready to back a good suggestion in the common interest.
f	0	I am keen to look for the latest in new ideas and developments.
g	4	I believe my capacity for judgment can help to bring about the right decisions.
h	2	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	2	I have a quiet interest in getting to know colleagues better.
b	0	I am not reluctant to challenge the views of others or to hold a minority view myself.
c	0	I can usually find a line of argument to refute unsound propositions.
d	0	I think I have a talent for making things work once a plan has to be put into operation.
e	0	I have a tendency to avoid the obvious and to come out with the unexpected.
f	0	I bring a touch of perfectionism to any job I undertake.
g	5	I am ready to make use of contacts outside the group itself.
h	3	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	3	I enjoy analysing situations and weighing up all the possible choices.
b	3	I am interested in finding practical solutions to problems.
c	0	I like to feel I am fostering good working relationships.
d	6	I can have a strong influence on decisions.
e	0	I can meet people who may have something new to offer.
f	0	I can get people to agree on a necessary course of action.
g	0	I feel in my element where I can give a task my full attention.
h	4	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	0	I would feel like retiring to a corner to devise a way out of the impasse before developing a line.
b	6	I would be ready to work with the person who showed the most positive approach.
c	0	I would find some way of reducing the size of the task by establishing what different individuals might best contribute.
d	0	My natural sense of urgency would help to ensure that we did not fall behind schedule.
e	4	I believe I would keep cool and maintain my capacity to think straight.
f	0	I would retain a steadiness of purpose in spite of the pressures.
g	0	I would be prepared to take a positive lead if I felt the group was making no progress.
h	0	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	0	I am apt to show my impatience with those who are obstructing progress.
b	0	Others may criticise me for being too analytical & insufficiently intuitive.
c	0	My desire to ensure that work is properly done can hold up proceedings.
d	8	I tend to get bored rather easily and rely on one or two stimulating members to spark me off.
e	2	I find it difficult to get started unless the goals are clear.
f	0	I am sometimes poor at explaining and clarifying complex points that occur to me.
g	0	I am conscious of demanding from others the things I cannot do myself.
h	0	I hesitate to get my points across when I run up against real opposition.
Total	10	

TABLE 1. SUMMARY OF SELF-SCORING

Transpose your responses from the SPI above into the table below. Make sure each row adds up to 10.

SECTION	a	b	c	d	e	f	g	h	Total
I	3	1	0	3	0	0	2	1	10
II	0	9	0	5	0	0	0	0	10
III	0	2	0	0	2	0	4	2	10
IV	2	0	0	0	0	0	5	3	10
V	3	3	0	0	0	0	0	4	10
VI	0	6	0	0	4	0	0	0	10
VII	0	0	0	8	2	0	0	0	10
	9	17	0	16	9	0	11	10	

TABLE 2. CALCULATION OF ATTRIBUTES

1. Transpose the points from Table 1 section by section into 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 left hand side of this cell.

2. Add up the points in each column to give your total team attributes scores.

SECTION		IM		CO		SH		PL		RI		ME		TW		CF
I	g	2	d	3	f	0	c	0	a	3	h	1	b	1	e	0
II	a	0	b	5	e	0	g	0	c	0	d	5	f	0	h	0
III	h	2	a	0	c	0	d	0	f	0	g	4	e	2	b	2
IV	d	0	h	2	b	0	e	0	g	5	c	0	a	2	f	0
V	b	3	f	0	d	0	h	4	e	0	a	2	c	0	g	0
VI	f	0	c	0	g	0	a	0	h	0	e	4	b	6	d	0
VII	e	2	g	0	a	0	f	0	d	8	b	0	h	0	c	0
TOTAL		9		11		0		4		16		17		11		2

3. Look at the spread of total points across the columns. Your primary attribute/s are those with the highest points (you may have more than one). Look also for your secondary attribute/s, the next highest score/s (again, you may have more than one).

Primary attributes: _____ Secondary attributes: _____

BELBIN TEAM ATTRIBUTES

	TEAM ATTRIBUTE	TYPICAL FEATURES	WEAKNESSES	
			Allowable	Non-allowable
IM	IMPLEMENTER – Turns ideas into practical actions. Works well across board.	Disciplined, reliable, conservative, efficient	Inflexible. Slow to respond to possibilities.	Obstructing change.
CO	COORDINATOR – Adept at handling personal relationships. Clarifies goals, promotes decision-making, delegates well.	Mature, confident, a good chairperson	Manipulative. Delegates personal work.	Taking credit for the effort of a team.
SH	SHAPER - Achievers, most likely to be promoted. Has the drive and courage to overcome obstacles.	Challenging, dynamic, thrives on pressure.	Can provoke others. Hurts people's feelings.	Inability to recover situation with good humour or apology.
P	PLANT - Usually squeezed out of organisations to reappear as consultants.	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores practical details. Too preoccupied to communicate effectively.	Strong 'ownership' of idea when co-operation required.
RI	RESOURCE INVESTIGATOR - Explores opportunities. Develops contacts. • Sociable and generally tolerant.	Extrovert, enthusiastic, communicative.	Over optimistic. Loses interest once initial enthusiasm has passed.	Letting clients down by neglecting to follow-up arrangements.
M E	MONITOR EVALUATOR - Sees all options. Judges accurately. Needs to be supported.	Sober, strategic and discerning. Low profile.	Lacks drive and ability to inspire others. Overly critical.	Cynicism without logic.
T W	TEAM WORKER - Listens, builds, averts friction, calms the waters. Easiest to work with.	Co-operative, mild, perceptive and diplomatic.	Indecisive in crunch situations. Can be easily influenced.	Avoiding situations that may entail pressure.
CF	COMPLETER FINISHER - Searches out errors and omissions. Delivers on time. Invaluable for quality product.	Painstaking, conscientious, anxious.	Inclined to worry unduly. Reluctant to delegate. Can be a nitpicker.	Obsessional behaviour.