

Belbin's Team Roles: A Self-Perception Inventory

Instructions

For each section, distribute a total of ten points among the sentences that you think best describe your behaviour. The 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 each sentence in the space provided.

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

- a. _____ I think I can quickly see opportunities and take advantage of them
- b. _____ I can work well with all types of people
- c. _____ I usually know what idea will really work
- d. _____ My ability to follow a plan is due to my personal effectiveness
- e. _____ My ability is being able to recognize talents in people and what they can contribute to group activities
- f. _____ My technical knowledge and experience is usually my biggest strength
- g. _____ I am able to offer and argue for alternative courses of action without splitting the group or causing injustice
- h. _____ Producing ideas is one of my biggest strengths
- i. _____ I am ready to face temporary unpopularity if it leads to worthwhile results in the end

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

- a. _____ I am not happy unless meetings are well structured and controlled and generally well-conducted
- b. _____ My critical outlook makes it difficult for me to join in readily and enthusiastically with colleagues
- c. _____ I find it difficult to lead from the front, perhaps I prefer to be one of the team
- d. _____ I generally get caught up in ideas that occur to me and as a result lose track of what is happening
- e. _____ My colleagues see me as a person who worries unnecessarily over details and the possibility that things may go wrong
- f. _____ I am sometimes seen as forceful and authoritarian if there is a need to get something done
- g. _____ I am usually generous towards others who have a clear viewpoint that has not been listened to by others
- h. _____ I am reluctant to contribute, unless the subject being discussed deals with a area I know well
- i. _____ I have a tendency to talk too much once the group starts getting new ideas.

III. When involved with a project with other people:

- a. _____ I can be guaranteed to contribute something original
- b. _____ My general carefulness prevents careless mistakes and omissions being made
- c. _____ I have an talent for influencing people without pressurizing them
- d. _____ I am keen to look for the latest in new ideas and developments
- e. _____ I try to maintain my sense of professionalism
- f. _____ I believe that my capacity for making judgements can help to bring about the right decisions
- g. _____ I am always ready to support a good suggestion in the common interest
- h. _____ I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objective
- i. _____ I can be relied upon to see that all essential work is organized

IV. My characteristic approach to group work is that:

- a. _____ I have a quiet interest in getting to know colleagues better
- b. _____ While I am interested in all views, I have no hesitation in making up my mind once a decision has to be made
- c. _____ I am not reluctant to challenge the views of others or to hold a minority view of myself
- 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 I come out with the unexpected
- f. _____ I am ready to make use of contacts outside of the group itself
- g. _____ I bring a touch of perfectionism to any job I undertake
- h. _____ I can usually find a good argument to challenge weak ideas
- i. _____ I contribute when I know what I am talking about

V. I gain satisfaction in a job because:

- a. _____ I enjoy analyzing situations and checking up all the possible choices
- b. _____ I feel that I am using my special qualifications and training to advantage
- c. _____ I like to find a field that stretches my imagination
- d. _____ I feel highly satisfied when I can give a job my full attention
- e. _____ I am interested in finding practical solutions to problems
- f. _____ I like to feel I am building and maintaining good working relationships
- g. _____ I like to meet people who may have something new to offer
- h. _____ I can get people to agree on a necessary course of action
- i. _____ I can have a strong influence on decision making

VI. If I am suddenly given a difficult Task: with limited time and unfamiliar people:

- a. _____ I tend to read up as much as I can on the subject
- b. _____ I can keep doing a job in spite of the pressures
- c. _____ I would open up discussions with a view to stimulating new thoughts and getting ideas moving
- d. _____ I believe that I would keep cool and maintain my capacity to think clearly
- e. _____ I would find some way of reducing the size of the job by establishing what different individuals might best contribute
- f. _____ I would feel like to be alone to think of a way out of the problem before developing an idea
- g. _____ I would be prepared to take a positive lead If I felt the group was making no progress
- h. _____ My natural sense of urgency would help ensure that we did not fall behind schedule
- i. _____ I would be ready to work with the person who showed the most positive approach

VII. With reference to the problems to which I am subject while working in groups:

- a. _____ I generally show my impatience with those who try to stop progress
- b. _____ I hesitate to get my points across when I run up against real opposition
- c. _____ I am inclined to feel I am wasting my time and would do better on my own
- d. _____ I am conscious of demanding from others the things I cannot do myself
- e. _____ I tend to get bored rather easily and rely on one or two stimulating members to motivate me
- f. _____ My desire to ensure that work is properly done can hold up proceedings
- g. _____ Others may criticize me for being too analytical and insufficiently intuitive
- h. _____ I find it difficult to get started unless the goals are clear
- i. _____ I am sometimes poor at explaining and clarifying complex points that occur to me

Points Table for Belbin's Team Role Inventory

Section	Total																	
I	c		e		i		h		a		g		b		d		f	
II	a		g		f		d		i		b		c		e		h	
III	i		c		h		a		d		f		g		b		e	
IV	d		b		c		e		f		h		a		g		i	
V	e		h		i		c		g		a		f		d		b	
VI	b		e		g		f		c		d		i		h		a	
VII	h		d		a		i		e		g		b		f		c	
Total																		
Role Type		1		2		3		4		5		6		7		8		9

Belbin's Role Types

	Role Type	Role Description/ Team Contribution	Allowable Shortcomings
1	Implementor	Disciplined, reliable, conservative, efficient. Turns ideas into practical actions	Somewhat inflexible. Slow to respond to new possibilities
2	Coordinator	Mature, calm, confident, unbiased. A good chairperson. Clarifies goals, promotes decision making, delegates well	Can be seen as manipulative. Delegates personal work
3	Shaper	Outgoing, dynamic, thrives on pressure. Has drive and courage to overcome obstacles. Pushes team towards action, challenges inertia	Can provoke others. Hurts people's feelings
4	Plant	Creative, imaginative, unorthodox. Generates new ideas and approaches; solves difficult problems	Ignores details. Too preoccupied to communicate effectively
5	Resource Investigator	Extrovert, enthusiastic, curious, Communicative. Explores opportunities and contacts with environment	Over optimistic. Loses interest once initial enthusiasm has passed
6	Monitor Evaluator	Sober, strategic, discerning, introvert. Analyses problems and evaluates contributions; sees all options, judges accurately	Lacks drive and ability to inspire others. Overly critical. Hardheaded
7	Team Worker	Cooperative, mild, perceptive, diplomatic. Listens, builds, averts friction, calms the waters.	Indecisive in crunch situations. Can be easily influenced
8	Completer Finisher	Painstaking, conscientious, thorough, anxious. Searches out errors and omissions. Delivers on time	Inclined to worry unduly. Reluctant to delegate. Can be a nit-picker
9	Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply	Contributes on only a narrow front. Dwells on technicalities. Overlooks the 'big picture'

Source: Belbin, R .M. (1996) *The Coming Shape of Organization*, London; Butterworth Heinemann.