

BELBIN INVENTORY

***This tool helps you understand your most natural role in a team.** For each question (1 to 7 below) distribute 10 points among the sentences which you think most accurately describe your behaviour. For example, you could allocate all 10 points to just one sentence, or you could divide the points up between several sentences. There are no right and wrong answers, so be honest and work quickly.*

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

- a) I quickly see and take advantage of new opportunities
- b) I work well with a very wide range of people
- c) Producing ideas is one of my strengths
- d) I invite people to contribute whenever I think they have something to say
- e) My ability to complete tasks makes me effective
- f) I am willing to be unpopular for a while, if it leads to good results in the end
- g) I know what is likely to work or not
- h) I offer suggestions for other ways to do things, without introducing bias or prejudice

2. If I have a possible weakness in team work it could be that:

- a) I like meetings to be well-structured and well-controlled
- b) I am sometimes too generous towards people who have not had a chance to speak
- c) I talk a lot once the group gets on to new ideas
- d) My objective outlook makes it difficult for me to join in immediately with colleagues
- e) I am sometimes seen as forceful / authoritarian when there is a need to get something done
- f) I find it difficult to lead strongly, as I like to maintain a friendly and relaxed group atmosphere
- g) I get caught up in ideas and sometimes lose track of what is happening
- h) My colleagues think that I worry unnecessarily over detail and risks

3. When involved in a project with other people:

- a) I am good at influencing people without pressurising them
- b) I am careful to avoid making mistakes and omissions
- c) I push for action to make sure that we do not waste time or lose sight of the main objective
- d) I am good at producing creative and original ideas
- e) I always support a good suggestion if it will help the group
- f) I like to know about the latest theories, ideas and developments
- g) My good judgement is appreciated by others
- h) I am good at organising essential work and tasks

4. My normal approach to work is:

- a) I like to get to know my colleagues well and make friends
- b) I am happy to challenge the views of others and to hold a minority view myself
- c) I can usually find an argument against bad or risky proposals
- d) I have a talent for making things work, once we agree that action is needed
- e) I like to avoid the obvious and come out with the unexpected
- f) I bring a touch of perfection to any team job
- g) I make use of people outside the group that can help us
- h) While I am interested in all views, I have no hesitation in taking a decision when needed

5. I gain satisfaction in a job because:

- a) I enjoy analysing and weighing up all the possible choices
- b) I am interested in finding practical solutions to problems
- c) I like to feel I am building good working relationships
- d) I exert a strong influence on decisions
- e) I meet people who may have something new to offer
- f) I get people to agree on a necessary course of action
- g) I give a task my full attention
- h) I like to find a field that stretches my imagination

6. If I am suddenly given a difficult task with limited time and unfamiliar people:

- a) I like to do some hard thinking on my own before discussing possible solutions
- b) I like to work with the person who is most positive about the task
- c) I reduce the size of the task by looking at what different individuals can contribute
- d) My natural sense of urgency will ensure that we meet the deadline
- e) I keep calm and maintain my ability to think straight
- f) I stay focused on the task and on delivering results, in spite of the pressures
- g) I am ready to take the lead if the group is making no progress
- h) I get people talking, to stimulate new thoughts and get things moving

7. When I encounter problems in group work:

- a) I show my impatience with those who are obstructing progress
- b) Others may criticise me for being too analytical and detailed
- c) My desire to ensure that work is properly done can hold up proceedings
- d) I get bored easily and need others to spark my interest
- 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 ask others to do the things I cannot do myself
- h) I hesitate to get my points across when I meet opposition

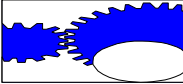


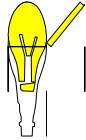


Interpretation


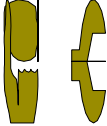
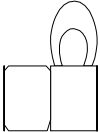
1. Transfer your scores into the table, next to the appropriate letter
2. Then add up the scores for each column, to see which is your strongest and weakest role(s)

Question	IMP	CO	SH	PL	RI	ME	TW	CF
1	g	d	f	c	a	h	b	e
2	a	b	e	g	c	d	f	h
3	h	a	c	d	f	g	e	b
4	d	h	b	e	g	c	a	f
5	b	f	d	h	e	a	c	g
6	f	c	g	a	h	e	b	d
7	e	g	a	f	d	b	h	c
TOTAL								

3. Use the information below to find out more about each role
4. Compare your scores with colleagues around the table

Explanations

	IMPLEMENTER (IMP)	<p>The organiser</p> <p>Strengths: Practical, reliable, efficient, hard-working and methodical. Organises tasks and work, keeps the team focussed on what needs doing and by when.</p> <p>Weaknesses: May lack flexibility, resists change, is slow to see possibilities and unresponsive to new ideas.</p>
	CO-ORDINATOR (CO)	<p>The social leader</p> <p>Strengths: Mature, calm, self-confident and decisive, ensuring individuals contribute fully, and guiding the team to success.</p> <p>Weaknesses: May not bring great intellect or creativity. Can be manipulative. May offload their work, yet take all the credit.</p>
	SHAPER (SH)	<p>The driver of activity</p> <p>Strengths: Energetic, driven, bold. Challenges inertia, ineffectiveness and complacency in the team. Good at leading start-up or rapid-response teams.</p> <p>Weaknesses: Can offend people, is impatient and easily provoked. May lose sense of humour under pressure.</p>
	PLANT (PL)	<p>The creative engine-room</p> <p>Strengths: Unorthodox, knowledgeable and imaginative, turns out lots of radical ideas, good when everyone is stuck.</p> <p>Weaknesses: Needs careful handling to be effective. Individualistic, disregards practical details and protocol, can lose touch with reality and become an unguided missile.</p>
	RESOURCE INVESTIGATOR (RI)	<p>The enterprising extrovert</p> <p>Strengths: Outgoing, great energy, great motivator, good connections outside the team. Enjoys making new contacts, exploring new ideas, responds well to challenges.</p> <p>Weaknesses: Can be noisy, over-optimistic, lose interest and doesn't follow through. Can be lazy unless under pressure.</p>
	MONITOR EVALUATOR (ME)	<p>The objective observer</p> <p>Strengths: Unemotional, careful and discreet. Sees all options. Good at assessing proposals, using judgement, monitoring progress and preventing mistakes.</p> <p>Weaknesses: May not motivate others, may appear slow to act, seen as negative, critical and cynical.</p>

	TEAMWORKER (TW)	The people supporter Strengths: Sensitive to others, perceptive, listens well, provides informal communication and support, is diplomatic and prevents feuding and fragmentation. Weaknesses: May be indecisive, avoids conflict, too concerned about keeping people happy to get the job done on time.
	COMPLETER FINISHER (CF)	The orderly perfectionist Strengths: Makes sure the team delivers, maintains a sense of urgency that can help the team. Polishes and perfects things. Good at follow-up and meeting deadlines. Weaknesses: Can be over-anxious, obsessively worrying about everything and reluctant to delegate.
<p><i>There is also another category that many Imperial students will identify with</i></p> <p><i>(Belbin added this ninth role later)</i></p>		
	SPECIALIST	The subject matter expert Strengths: Provides essential in-depth knowledge of a key area. Likes acquiring knowledge for its own sake. Weaknesses: May focus exclusively on factors in their own competence area and thus increase risk for the whole picture.

