

Belbin's Questionnaire

What sort of team member are you? Are you the one who likes to come up with new ideas, or are you the sort of person who likes to make sure the I's are dotted and the T's crossed?

Work carried out by the occupational psychologist Dr Meredith Belbin, suggests that everyone who is a member of a team tends to adopt one or more styles of behaviour within that team, that is, they tend to fill certain roles.

This questionnaire is designed to help you discover your preferred role in your team at work. Please complete the questionnaire as instructed and then fill in the score sheet at the end.

Don't think too long about the questions – your instinctive response is probably the most appropriate. There are no 'right' or 'wrong' answers. The interpretation of your responses will be provided during the planned ICT/OMT Team Working session.

Unfortunately, whatever role you play and however well you play it, we won't be awarding Oscars however there will be a prize for the winning team!



Belbin's Team Roles - a Self-perception Questionnaire

Instructions

- Below are 7 sections each with 9 statements.
- Circle the 2 or 3 statements from each section which are most relevant and appropriate to you/your personality.
- Your task is to allocate a total of **10 points** to the statement(s) you have chosen. The most relevant statement will receive a higher weighting out of 10. You are able to give the full 10 points to 1 statement.

Section 1

“What I believe I can contribute to a team...”

- ☐ (a) 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 is one of my natural assets
- ☐ (d) I can draw people out whenever I detect they have something of value to contribute to group objectives
- ☐ (e) I can be relied on to finish any task I undertake
- ☐ (f) My technical knowledge and experience is usually my major asset
- ☐ (g) I am always ready to be blunt and outspoken in the cause of making the right things happen
- ☐ (h) I can usually tell whether a plan or idea will fit a particular situation
- ☐ (i) I can offer a reasoned case for alternative courses of action while maintaining freedom from personal bias

Section 2

“Possible shortcomings I may have in teamwork..”

- ☐ (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 am reluctant to contribute unless the subject deals with a field I know well
- ☐ (d) I have a tendency to talk a lot once the group gets on to a new topic
- ☐ (e) My objective outlook makes it difficult for me to join in readily and enthusiastically with my colleagues
- ☐ (f) I am sometimes seen as forceful and authoritarian when dealing with important issues
- ☐ (g) I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere
- ☐ (h) I am apt to get too caught up in ideas that occur to me and lose track of what is happening
- ☐ (i) I am inclined to become preoccupied when I realise that loose ends have not been tied up

Section 3

“When involved in a project with other people..”

- ☐ (a) I have an aptitude for influencing people without pressurising them
- ☐ (b) I can help prevent careless mistakes or omissions from spoiling the success of an operation
- ☐ (c) I like 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
- ☐ (f) I am quick to see the possibilities in new ideas and developments
- ☐ (g) I try to maintain my sense of professionalism
- ☐ (h) I believe my capacity for judgement can help to bring about the right decision
- ☐ (i) I can be relied upon to see that all essential work is organised

Section 4

“My characteristic approach to team work is that...”

- ☐ (a) I have a quiet interest in getting to know colleagues better
- ☐ (b) I contribute where I know what I am talking about
- ☐ (c) I am not reluctant to challenge the views of others or to hold a minority view myself
- ☐ (d) I can usually find a line of argument to refute unsound propositions
- ☐ (e) I think I have a talent for making things work once a plan has to be put into operation
- ☐ (f) I prefer to avoid the obvious and to open up lines that have not been explored
- ☐ (g) I bring a touch of perfectionism to any job I undertake
- ☐ (h) I like to be the one to make contacts outside the group
- ☐ (i) While I am interested in all views I have no hesitation in making up my mind once a decision has to be made

Section 5

“I gain satisfaction in a job because..”

- ☐ (a) I enjoy analysing 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 relations
- ☐ (d) I can have a strong influence on decisions
- ☐ (e) I have a chance of meeting new people with different ideas
- ☐ (f) I can get people to agree on priorities
- ☐ (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
- ☐ (i) I feel I am using my special qualifications and training to advantage

Section 6

“When I am suddenly given a task with limited time and unfamiliar people..”

- ☐ (a) I like to read up as much as I conveniently can on the subject
- ☐ (b) I would feel like devising a solution on my own and then trying to sell it to the group
- ☐ (c) I would be ready to work with the person who showed the most positive approach
- ☐ (d) I would find some way of reducing the size of the task by establishing how different individuals might best contribute
- ☐ (e) My natural sense of urgency would ensure that we did not fall behind schedule
- ☐ (f) I believe I would keep cool and maintain my capacity to think straight
- ☐ (g) In spite of conflicting pressures, I would press ahead with whatever needed to be done
- ☐ (h) I would tend to assert myself if I felt the group was making no progress
- ☐ (i) I would open discussion with a view to stimulating new thoughts and getting something moving

Section 7

“When I am part of a team which is working on a problem..”

- ☐ (a) I am apt to over-react when people hold up progress
- ☐ (b) I sometimes find my sense of objectivity has a demotivating effect on theirs
- ☐ (c) My desire to check that we get the details right is not always welcome
- ☐ (d) I tend to show boredom unless I am actively engaged with stimulating people
- ☐ (e) I find it difficult to get started unless the goals are clear
- ☐ (f) I am sometimes poor at putting across complex points that occur to me
- ☐ (g) I am conscious of demanding from others the things I cannot do myself
- ☐ (h) I am inclined to feel I am wasting time and would do better on my own
- ☐ (i) I hesitate to express my personal views when difficult or powerful people are around me

A Self-perception Questionnaire Analysis sheet

- Using the answers to your questionnaire, fill in the table below.
- For each of the Sections, look for the statement(s) you have chosen (a– i) and write in the points you awarded, then add up the totals for each column.

Section	IM	Co	SH	PL	RI	ME	TW	CF	SP
1	h	d	g	c	a	i	b	e	f
2	a	b	f	h	d	e	g	i	c
3	i	a	c	d	f	h	e	b	g
4	e	i	c	f	h	d	a	g	b
5	b	f	d	h	e	a	c	g	i
6	g	d	h	b	i	f	c	e	a
7	e	g	a	f	d	b	i	c	h
Total									

- Whichever role has the highest weighting (points), is your preferred team role and is an indication of how effectively you work as part of a team.
- The next highest weighting is your backup or secondary team role.
- The lowest score role will indicate an area that you may want to improve/develop.