

Belbin Questionnaire

WORKSHOP ACTIVITY

THE BELBIN SELF PERCEPTION

INVENTORY FOR TEAM ROLES

DIRECTIONS: For each section, distribute a total of TEN POINTS among the sentences which you think best describe your behaviour. These points may be distributed among all sentences: in extreme cases they might be spread among all sentences or ten points may be given to a single sentence. Enter the points in the Table.

Section I: What I believe I can contribute to a team: -

- 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.
- c) Producing ideas is one of my natural assets.
- 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.
- f) I am ready to face temporary unpopularity if it leads to worthwhile results in the end.
- g) I am quick to sense what is likely to work in a situation with which I am familiar.
- h) I can offer a reasoned case for alternative courses of action without introducing bias or prejudice.

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

- 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 have a tendency to talk a lot 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.
- 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.
- g) I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.
- h) My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong.

Section III: When involved in a project with other people: -

- a) I have a aptitude for influencing people without pressurising them.
- b) My general vigilance prevents careless mistakes and omissions being made.
- 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.
- f) I am keen to look for the latest in new ideas and developments.
- g) I believe my capacity for cool judgement is appreciated by others.
- h) I can be relied upon to see that all essential work is organised.

Section IV: My characteristic approach to group work is that: -

- a) I have a quiet interest in getting to know colleagues better.
- b) I am not reluctant to challenge the views of others or to 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.
- e) I have tendency to avoid the obvious and come out with the unexpected.
- f) I bring a touch of perfectionism to any team job I undertake.
- g) I am ready to make use of contacts outside the group itself.
- h) While I am interested in all views I have no hesitation in making up my mind once a decision has to be made.

Section V: I gain job 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 relationships.
- d) I can have a strong influence on decisions.
- e) I can meet people who have something new to offer.
- 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.

Section VI: If I am suddenly given a difficult task with limited time and unfamiliar people: -

- a) I 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, however difficult he / she might be.
- c) I would find some way of reducing then size of the task by establishing what different individuals might best contribute.
- d) My natural sense of urgency would help to ensure that we did not fall behind schedule.

- Section VII: With reference to the problems to which I am subject in working in groups: -
- e) I believe I would keep my cool and maintain my capacity to think straight.
 - f) I would retain a steadiness of purpose in spite of the pressures.
 - g) I would be prepared to take a positive lead if I felt the group was making progress.
 - h) I would open up discussions with a view to stimulating new thoughts and getting something moving.

- a) I am apt to show 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.
- f) I am sometimes poor at explaining and clarifying complex points that occur to me.
- g) I am conscious of demanding from others the things I cannot do myself.
- h) I hesitate to get my points across when I run up against real opposition.

POINTS TABLE FOR SELF-PERCEPTION INVENTORY

Section	Item	a	b	c	d	e	f	g	h
I									
II									
III									
IV									
V									
VI									
VII									

The Analysis Sheet

Transfer the scores taken from the points table above. Enter them section by section in the table below.

Then add up the points in each row to give a total for each team role.

	I	II	III	IV	V	VI	VII	TOTAL
IM	G	A	H	D	B	F	E	
CO	D	B	A	H	F	C	G	
SH	F	E	C	B	D	G	A	
PL	C	G	D	E	H	A	F	
RI	A	C	F	G	E	H	D	
ME	H	D	G	C	A	E	B	
TW	B	F	E	A	C	B	H	
CF	E	H	B	F	G	D	C	

Interpretation of the total scores:

The highest score on team-role will indicate how best the respondent can make his or her mark in a management or project team. The next highest scores denote back-up team roles towards which the individual should shift if for some reason there is less group need for a primary team-role.

The two lowest scores in team-role imply possible areas of weakness. But rather than attempting to reform in this area the manager may be better advised to see a colleague with complimentary strengths.

When you have calculated your total score, fill in the initials for your major role on one of the lists at the front of the room.

Team Role Profile – Completion Notes

IM	-	Implementer
CO	-	Co-Ordinator
SH	-	Shaper
PL	-	Plant
RI	-	Resource Investigator
ME	-	Monitor Evaluator
TW	-	Team Worker
CF	-	Completer Finisher

Interpretation of Total Scores and Further Notes

The highest score on team role will indicate how best the respondent can make his or her mark in a management or project team. The next highest score indicate back-up team roles towards which an individual can shift, if for some reason there is less group need for a primary team-role.

The two lowest scores in team role imply possible areas of weakness. However rather than attempting to develop in this area the manager may be consider pairing up with a colleague with complementary strengths to allow the individual the opportunity to observe and mirror these skills (a common approach in the field of coaching and mentoring).

If you have a score within 3 or 4 points of your highest score then it is likely that you would be able to adopt this role instead of, or in addition to, your dominant role.

If you do not have a score which is significantly high, it may be that you choose not to lean towards the team in any of the ways indicated by the eight roles.

(For further interpretation read Management Teams by Meredith Belbin)