
SELF PERCEPTION INVENTORY

This inventory was developed by Dr. R. Meredith Belbin, Chairman of the Industrial Training Research Unit in Cambridge. It has been derived from a number of earlier versions designed to give participants on management courses at the Administrative Staff College, Henley, a simple method of assessing their contributions in teams.

Although there are no time limits you will find that the inventory takes around 15-20 minutes to complete, and a further 5 minutes to score.

The inventory is designed to outline what you regard as your typical behaviour within your group. The learning you derive from the exercise is dependent upon how frankly you respond to the questions. Personal learning can also be greatly assisted if you are prepared to check out your scoring with the perceptions of your colleagues.

DIRECTIONS

1. For each section distribute **a total of 10 points** among those sentences, marked (a) to (h), which you think best describe your behaviour. You may allocate all 10 points to one sentence if you wish, or allocate your 10 points across a number of choices.
2. Enter the points you allocate in each Section to the Points Table on Page 6.
3. Transfer the scores from the Points Table on Page 6 to the appropriate spaces in the Analysis Sheet on Page 7.
4. Finally, add up the total scores in each column.

The grand total of all the columns should equal 70 points.

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 can usually sense what is realistic and likely to work.
- (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 TEAM WORK, 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 too much 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 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 an 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 development.
 - (g) I believe my capacity for judgement can help to bring out the right decision.
 - (h) I can be relied upon to see that all essential work is organised.
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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 or argument to refute unsound propositions.
- (d) I think I have a talent for making things work once a plan has been put into operation.
- (e) I have a tendency to avoid the obvious and to 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 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 may 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.
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SECTION VI

IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME AND UNFAMILIAR PEOPLE

- (a) I would 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.
- (c) I would find some way of reducing the 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.
- (e) I believe I would keep 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 no progress.
- (h) I would open up discussions with the view to stimulating new thoughts and getting something moving.

SECTION VII

WITH REFERENCE TO THE PROBLEMS TO WHICH I AM SUBJECT IN WORKING IN GROUPS

- (a) I am apt to show my 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 rather bored easily and rely on one or two stimulating team 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.

SELF-PERCEPTION INVENTORY

POINTS TABLE

Name.....

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

SELF-PERCEPTION INVENTORY

ANALYSIS SHEET

Name

Transpose the scores taken from the points table, entering them carefully section by section. Add up the points in each column to give you a profile for your behaviour in teams.

SECTION	IM	CO	SH	PL	RI	ME	TW	CF
I	g	d	f	c	a	h	b	e
II	a	b	e	g	c	d	f	h
III	h	a	c	d	f	g	e	b
IV	d	h	b	e	g	c	a	f
V	b	f	d	h	e	a	c	g
VI	f	c	g	a	h	e	b	d
VII	e	g	a	f	d	b	h	c
TOTALS								

TEAM SKILLS MANAGEMENT

TABLE OF NORMS

	IMPLEM- ENTER	CO- ORDINATOR	SHAPER	PLANT	RESOURCE INVESTI- GATOR	MONITOR EVALUATOR	TEAM WORKER	COMPLETER FINISHER
LOW 0 - 33%	0 - 6	0 - 6	0 - 8	0 - 4	0 - 6	0 - 5	0 - 8	0 - 3
AVERAGE 33 - 66%	7 - 11	7 - 10	9 - 13	5 - 8	7 - 9	6 - 9	9 - 12	4 - 6
HIGH 66 - 85%	12 - 16	11 - 13	14 - 17	9 - 12	10 - 11	10 - 12	13 - 16	7 - 9
VERY HIGH 85 - 100%	17 - 23	14 - 18	18 - 36	13 - 29	12 - 21	13 - 19	17 - 25	10 - 17
AVERAGE SCORE	10.0	8.8	11.6	7.3	7.8	8.2	10.9	5.5