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Team-Roles Professor M. Belbin



The Belbin Test
for assessing team roles



Belbin Team Roles

Self Perception Inventory

A self-assessment-tool like this is an opportunity to get some feedback about the own behavioural style in teams. It is not an assessment of your personality. The biggest challenge for you in the next minutes is to be honest with and to yourself. Don't answer how you think you should be, how you wish to be or how other should see you! Reflect on your true behaviour.

1. To complete each of the seven sections of this inventory, tick in the far left hand column the two sentences most applicable to yourself. Just two, no more! This might be a tight decision.
2. Then in the column on the right, apportion 10 points between those two sentences that apply to you: one of which you feel sums you up well while the other only applies some of the time. In this instance you could give your first choice seven points and the remaining points to your second choice. In some instances you might decide that there are two sentences which apply to you equally - if this is the case, award five points to each. There is no other option than 7/3 or 5/5 as point allocation between the two sentences
3. You must allocate all 10 points in each section.

SECTION A

WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

Tick		Points
	1. I can be relied upon to see that work that needs to be done is organised.	
	2. I pick up slips and omissions that others fail to notice.	
	3. I react strongly when meetings look like losing track of the main objective.	
	4. I produce original suggestions.	
	5. I analyse other people's ideas objectively, for both merits and failings.	
	6. I am keen to find out the latest ideas and developments.	
	7. I have an aptitude for organising people.	
	8. I am always ready to support good suggestions that help to resolve a problem.	



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SECTION B IN SEEKING SATISFACTION THROUGH MY WORK

Tick		Points
	1. I like to have a strong influence on decisions.	
	2. I feel in my element where work requires a high degree of attention and concentration	
	3. I am concerned to help colleagues with their problems.	
	4. I like to make critical discrimination between alternatives.	
	5. I tend to have a creative approach to problem solving.	
	6. I enjoy reconciling different points of view.	
	7. I am more interested in practicalities than new ideas.	
	8. I particularly enjoy exploring different views and techniques.	

SECTION C

WHEN THE TEAM IS TRYING TO SOLVE A PARTICULARLY COMPLEX PROBLEM:

Tick		Points
	1. I keep a watching eye on areas where difficulty may arise.	
	2. I explore ideas that may have a wider application than in the immediate task.	
	3. I like to weigh up and evaluate a range of suggestions thoroughly before choosing.	
	4. I can co-ordinate and use productively other people's abilities and talents.	
	5. I maintain a steady systematic approach, whatever the pressures.	
	6. I often produce a new approach to a long continuing problem.	
	7. I am ready to make my personal views known in a forceful way if necessary.	



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	8. I am ready to help whenever I can.	
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SECTION D _____ IN CARRYING OUT MY DAY-TO-DAY WORK:

Tick		Points
	1. I am keen to see there is nothing vague about my task and objectives.	
	2. I am not reluctant to emphasise my own point of view in meetings.	
	3. I can work with all sorts of people provided that they have got something worthwhile to contribute.	
	4. I make a point of following up interesting ideas and/or people.	
	5. I can usually find the argument to refute unsound propositions.	
	6. I tend to see patterns where others would see items as unconnected.	
	7. Being busy gives me real satisfaction.	
	8. I have a quiet interest in getting to know people better.	

SECTION E _____ IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME AND UNFAMILIAR PEOPLE:

Tick		Points
	1. I often find my imagination frustrated by working in a group.	
	2. I find my personal skill particularly appropriate in achieving agreement.	
	3. My feelings seldom interfere with my judgement.	
	4. I strive to build up an effective structure.	
	5. I can work with people who vary widely in their personal qualities and outlook.	
	6. I feel it is sometimes worth incurring some temporary unpopularity if one is to succeed in getting one's views across in a group.	



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	7. I usually know someone whose specialist knowledge is particularly apt.	
	8. I seem to develop a natural sense of urgency.	

SECTION F WHEN SUDDENLY ASKED TO CONSIDER A NEW PROJECT:

Tick		Points
	1. I start to look around for possible ideas and openings.	
	2. I am concerned to finish and perfect current work before I start.	
	3. I approach the problem in a carefully analytical way.	
	4. I am able to assert myself to get other people involved if necessary.	
	5. I am able to take an independent and innovative look at most situations.	
	6. I am happy to take the lead when action is required.	
	7. I can respond positively to my colleagues and their initiatives.	
	8. I find it hard to give in a job where the goals are not clearly defined.	

SECTION G IN CONTRIBUTING TO GROUP PROJECTS IN GENERAL:

Tick		Points
	1. I think I have a talent for sorting out the concrete steps that need to be taken given a broad brief.	
	2. My considered judgement may take time but is usually near the mark.	
	3. A broad range of personal contacts is important to my style of working.	
	4. I have an eye for getting the details right.	



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	5. I try to make my mark in group meetings.	
	6. I can see how ideas and techniques can be used in new relationships.	
	7. I see both sides of a problem and take a decision acceptable to all.	
	8. I get on well with others and work hard for the team.	

Scoring Key for Self Perception Inventory

Transfer your point's allocation from the seven sections of the Self Perception Inventory to the appropriate boxes below. The pre-printed numbers in the grid refer to the question numbers of each section. For example if for Section A you scored seven points for question 6 and three points for question 1, you would allocate them in the columns RI and IM respectively.

Once you have transferred all points, total all points you have scored in each column. The high scores indicate your preferred team roles; the low scores indicate that these roles are not your natural preference. Please refer to the pre-course reading material for further explanation of the roles.

	SH	CO	PL	RI	ME	IMP	TW	CF
A	3.....	7.....	4.....	6.....	5.....	1.....	8.....	2.....
B	1.....	6.....	5.....	8.....	4.....	7.....	3.....	2.....
C	7.....	4.....	6.....	2.....	3.....	5.....	8.....	1.....
D	2.....	3.....	6.....	4.....	5.....	1.....	8.....	7.....
E	6.....	5.....	1.....	7.....	3.....	4.....	2.....	8.....
F	6.....	4.....	5.....	1.....	3.....	8.....	7.....	2.....
G	5.....	7.....	6.....	3.....	2.....	1.....	8.....	4.....



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TOTALS

YOUR NAME:.....