

1. What I believe I can contribute to a team		
a	I think I can quickly see and take advantage of new opportunities	1
b	I can work well with a very wide range of people	2
c	Coming up with ideas is one of my natural assets	
d	My ability rests in being able to draw people out whenever I can see they have something of value to contribute to group objectives	
e	My ability to follow through has much to do with my personal effectiveness	2
f	I am ready to face temporary unpopularity if it leads to worthwhile results in the end	1
g	I am quick to sense what is likely to work in a situation with which I am familiar	3
h	I can offer a reasoned case for alternative courses of action without introducing bias or prejudice	1

2. 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	2
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	4
e	I am sometimes seen as forceful and authoritarian if there is a need to get something done	1
f	I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere	2
g	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening	1
h	My colleagues tend to see me as worrying unnecessarily over detail on the possibility that things may go wrong	

3. When involved in a project with other people		
a	I have an aptitude for influencing people without pressuring them	3
b	My general vigilance prevents careless mistakes or omissions being made	1
c	I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objectives	1
d	I can be counted on to contribute something original	
e	I am always ready to back a good suggestion in the common interest	1
f	I am keen to look for the latest in new ideas and development	2
g	I believe my capacity for cool judgement is appreciated by others	1
h	I can be relied upon to see that all essential work is organised	1

4. My characteristic approach to group work is that		
a	I have a quiet interest in getting to know colleagues better	2
b	I am not reluctant to challenge the views of others or to hold a minority view myself	1
c	I can usually find a line of argument to refute unsound propositions	1
d	I think I have a talent for making things work once a plan has been put into operation	2
e	I have a tendency to avoid the obvious and to come out with the unexpected	
f	I bring a touch of perfection to any team job I undertake	1
g	I am ready to make use of contacts outside the group itself	1
h	While I am interested in all views I have no hesitation in making up my mind once a decision has to be made	2

5. I gain satisfaction in a job because		
a	I enjoy analysing situations and weighing up all the possible choices	1
b	I am interested in finding practical solutions to problems	2
c	I like to feel I am fostering good working relationships	1
d	I can exert a strong influence on decisions	1
e	I can meet people who may have something new to offer	1
f	I can get people to agree on a necessary course of action	1
g	I feel in my element where I can give a task my full attention	2
h	I like to find a field that stretches my imagination	1

6. 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	2
b	I would be ready to work with the person who showed the most positive approach however difficult he might be	
c	I would find some way of reducing the size of the task by establishing what different individuals might best contribute	2
d	My natural sense of urgency would help to ensure that we did not fall behind schedule	1
e	I believe I would keep cool and maintain my capacity to think straight	1
f	I would retain a steadiness of purpose in spite of the pressures	1
g	I would be prepared to take a positive lead if I felt the group was making no progress	2
h	I would open discussions with a view to stimulating new thoughts and getting something moving	1

7. 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	1
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.	3
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	3
f	I am sometimes poor at explaining and clarifying complex points that occur to me	
g	I am conscious of demanding from other the things I cannot do myself	2
h	I hesitate to get my points across when I run up against real opposition	1

Team Roles – Self Perception Inventory Analysis Sheet

Transfer scores from each section onto the first grid

Example. If in section 1 you allocated 6 points to a. then you write 6 under “a” opposite 1

Section	a	b	c	d	e	f	g	h
1	1	2			2	1	3	1
2		2		4	1	2	1	
3	3	1	1		1	2	1	1
4	2	1	1	2		1	1	2
5	1	2	1	1	1	1	2	1
6	2		2	1	1	1	2	1
7	1		3		3		2	1

Then transfer scores from grid 1 onto grid 2

Your score of 6 under “a” in grid 1 is entered in box “a” of grid 2

Then add up the points in each column to give a total team role distribution score

Section	CW		CH		SH		PL		RI		ME		TW		CF	
1	g	3	d		f	1	c		a	1	h	1	b	2	e	2
2	a		b	2	e	1	g	1	c		d	4	f	2	h	
3	h	1	a	3	c	1	d		f	2	g	1	e	1	b	1
4	d	2	h	2	b	1	e		g	1	c	1	a	2	f	1
5	b	2	f	1	d	1	h	1	e	1	a	1	c	1	g	2
6	f	1	c	2	g	2	a	2	h	1	e	1	b		d	1
7	e	3	g	2	a	1	f		d		b		h	1	c	3
Total	12		12		8		4		6		9		9		10	

KEY

CH	=	Chairperson	PL	=	Plant
ME	=	Monitor Evaluator	CW	=	Company Worker
TW	=	Teamworker	RI	=	Resource Investigator
CF	=	Completer Finisher	SH	=	Shaper

Specification of the eight team roles (Belbin 1981)

Chairperson

The chairperson organises, co-ordinates and controls the activities of the group. This involves the clarification of the group objectives and problems, assigning tasks and responsibilities, and encouraging group members to get involved in achieving objectives and goals.

Plant

The plant is concerned with putting forward ideas and strategies for achieving the objectives adopted by the group. Performance of this role requires creativity, imagination and innovation.

Monitor Evaluator

This role involves analysing ideas and proposals being considered by the team, to evaluate their feasibility and value for achieving the groups objectives. It is important for the monitor evaluator to point out in a constructive manner the weakness of proposals being considered.

Company Worker

The company worker is concerned with the practical translation and application of concepts and plans developed by the group. This entails a down to earth outlook, coupled to perseverance in the face of difficulties.

Team Worker

Creating and maintaining a team spirit is the main function of the Team Worker. This involves improving communication by providing personal support and warmth to group members, and by overcoming tension and conflict.

Resource Investigator

This role involves exploring the environment outside the group, by identifying ideas, information and resources. Performance of this role involves developing contact, coordination and negotiation with other groups and individuals.

Completer Finisher

The completer finisher ensures that the groups efforts achieve appropriate standards, and that mistakes of both commissions and omissions are avoided. It also involves searching for detailed mistakes and maintaining a sense of urgency within the group.

The Shaper

The shaper challenges, argues, disagrees. They are the achievement motivated, extrovert, impatient, have a low frustration threshold. They are keen on winning their goals. They have good insight, especially if they are losing.