

A Self-Perception Inventory for Team Roles

Based on the work of Meredith Belbin

Step 1 of 5: In each of the seven sections, distribute a total of ten points among the sentences that you think best describe your behavior. These points can be distributed among several sentences; in extreme cases, they might be spread among all the sentences or assigned to a single sentence.

Section 1	<i>What I believe I can contribute to a team:</i>	
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 am able to encourage people to share their ideas whenever I detect they have something of value to contribute to group objectives.	
e	My capacity to follow things 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 2	<i>If I have a possible shortcoming in teamwork, it could be that:</i>	
a	I am not at ease unless meetings are well structured and controlled and generally well managed.	
b	I am inclined to be too generous towards people who have a valid viewpoint that has not been given a proper hearing.	
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 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 might go wrong.	

Section 3	<i>When involved in a project with other people:</i>	
a	I have an aptitude for influencing people without pressuring 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 team 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 support a good suggestion in the common interest.	
f	I am keen to look for the most up-to-date in new ideas and developments.	
g	I believe my capacity for good judgment can help to bring about the right decisions.	
h	I can be relied upon to see that all essential work is organized.	

Section 4	<i>My characteristic approach to group work is that:</i>	
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 challenge unsound propositions.	
d	I think I have a talent for making things work once a plan has to be put in operation.	
e	I have a tendency to avoid the obvious and to say the unexpected.	
f	I bring a touch of perfectionism to any 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 been made.	

Section 5	<i>I gain satisfaction in a job because:</i>	
a	I enjoy analyzing situations and weighing all the possible choices.	
b	I am interested in finding practical solutions to problems.	
c	I like to feel I am encouraging 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.	

Section 6	<i>If I am suddenly given a difficult task with limited time and unfamiliar people:</i>	
a	I feel like retiring to a corner to devise a way out of the impasse before developing a line of argument.	
b	I am ready to work with the person who shows me the most positive approach.	
c	I find some way of reducing the size of the task by establishing what different individuals might best contribute.	
d	My natural sense of urgency helps to ensure that we do not fall behind schedule.	
e	I believe I keep cool and maintain my capacity to think straight.	
f	I retain a steadiness of purpose in spite of the pressures.	
g	I am prepared to take a positive lead if I feel the group is making no progress	
h	I open up discussions with a view to stimulating new thoughts and getting something moving.	

Step 3 of 5: Summarize your scores below, and give *this page only* to Quinn on Thursday, February 25.

My Name: _____

<u>Role</u>	<u>Scores</u>
Implementer (IM)	_____
People Organizer (PO)	_____
Task Leader (TL)	_____
Strategist-Ideas Person (SP)	_____
Creative Negotiator (CN)	_____
Shrewd Judgment Maker (SJM)	_____
Team Builder (TB)	_____
Completer Finisher (CF)	_____
My highest-scoring role(s)	_____
My second highest-scoring role	_____
My lowest scoring role(s)	_____

Step 4 of 5 (Optional): List the names of other students in English 314 that you would like to work with on Unit #3. Please explain *why* you would like to work with these individuals.

Step 5 of 5: Compare your results to the following descriptions.

	Probable Strengths	Possible Weaknesses
Implementer <ul style="list-style-type: none"> ▪ Provides practical action and task structure ▪ Turns ideas and plans into practical action ▪ Organizes 	<ul style="list-style-type: none"> ▪ organized ▪ calm ▪ practical ▪ reliable 	<ul style="list-style-type: none"> ▪ inflexible ▪ rigid ▪ submissive
People Organizer <ul style="list-style-type: none"> ▪ Coordinates people to achieve objectives ▪ Clarifies goals and priorities ▪ Motivates ▪ Allocates tasks according to team members' strengths 	<ul style="list-style-type: none"> ▪ purposeful ▪ enthusiastic ▪ controlled ▪ trusting ▪ calm 	<ul style="list-style-type: none"> ▪ unforceful ▪ unambitious ▪ lazy ▪ places too much importance on social image
Task Leader <ul style="list-style-type: none"> ▪ Provides direction and energy ▪ Provides strong dynamic leadership ▪ Finds ways around obstacles 	<ul style="list-style-type: none"> ▪ resilient ▪ opportunistic ▪ intense ▪ effective ▪ sociable 	<ul style="list-style-type: none"> ▪ restless ▪ impatient ▪ over-anxious ▪ authoritarian
Strategist-Ideas Person <ul style="list-style-type: none"> ▪ Provides creativity and strategic thinking ▪ Solves difficult problems ▪ Is unorthodox 	<ul style="list-style-type: none"> ▪ innovative ▪ imaginative ▪ solitary ▪ intense 	<ul style="list-style-type: none"> ▪ impractical ▪ wayward ▪ erratic
Creative Negotiator <ul style="list-style-type: none"> ▪ Provides outward vision ▪ Develops useful contacts ▪ Explores New possibilities ▪ Keeps in touch with reality 	<ul style="list-style-type: none"> ▪ resourceful ▪ opportunistic ▪ communicative ▪ outgoing ▪ enthusiastic 	<ul style="list-style-type: none"> ▪ wayward ▪ over enthusiastic ▪ self important
Shrewd Judgment Maker <ul style="list-style-type: none"> ▪ Provides objectivity and analysis ▪ High critical thinking ▪ Judges likely outcomes accurately 	<ul style="list-style-type: none"> ▪ analytical ▪ reflective ▪ impartial ▪ introverted ▪ prudent 	<ul style="list-style-type: none"> ▪ unimaginative ▪ over critical ▪ emotionally cold
Team Builder <ul style="list-style-type: none"> ▪ Concerned about people ▪ Works toward group harmony ▪ Averts group friction 	<ul style="list-style-type: none"> ▪ supportive ▪ enthusiastic ▪ communicative ▪ conciliatory ▪ trusting 	<ul style="list-style-type: none"> ▪ unforceful ▪ submissive ▪ uncompetitive
Completer Finisher <ul style="list-style-type: none"> ▪ Provides perfectionism ▪ Follows tasks through ▪ Concerned with detail ▪ Concentrates on schedules and targets 	<ul style="list-style-type: none"> ▪ conscious of details ▪ disciplined ▪ steady 	<ul style="list-style-type: none"> ▪ over anxious ▪ pedantic ▪ emotionally cold