

# Belbin Team Roles

## Directions

You have ten points for each section.

1. Allocate the most points to those statements which you think best describe your behaviour, fewer points to those which are partially or less true for you, and nothing to those which are not true for you.

### **Note:**

- *You can either distribute 10 points between all the statements, or in extreme cases allocate 10 points to one statement.*
  - *Score each statement, allocating points from 1 to 10 in the boxes provided.*
2. Once you have decided on your final set of scores for each section fill in the table on Activity sheet No. 3.
  3. Finally, when you have completed all sections, transcribe your scores to the analysis table, which you'll find on Activity sheet No. 13. Information about interpreting these totals in the analysis table is given to you on Activity sheet No. 14. This will enable you to appraise your style of working as a team member.

*taken from: Working in a Team 1,  
Coventry University Enterprise Capability Workshops*

**Section 1**

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 wide range of people
- C. Producing ideas is one of my natural assets
- D. My ability rests in being able to draw out peoples' ideas whenever I detect they have something of value to contribute to group objectives
- E. My capacity to follow through tasks 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 strategies and courses of action without introducing bias or prejudice

**Section 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 if they 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 something is to be 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 3**

When involved in a project with other people:

- 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 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 if it would benefit the group's common interest
- F. I am keen to look for the latest in new ideas and developments
- G. I believe my capacity for judgement can help me to bring about the right decisions
- H. I can be relied upon to see that all essential work is organised

**Section 4**

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 a tendency to avoid the obvious and to come out with 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 to be made

**Section 5**

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 my full attention to a task
- H. I like to find a field of study which stretches my imagination

**Section 6**

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

- A. I would feel like retiring to a corner until I could devise what I wanted to say
- 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 contribute best
- 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 a view to stimulating new thoughts and get something moving

**Section 7**

With reference to the problems to which I am subjected when 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 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