

THE BELBIN TEST



This version of the Belbin test has been taken from Teambuilding by Alistair Fraser and Suzanne Neville: The Industrial Society 1993.

Self-Perception Inventory

You need to complete each section of this inventory to enable a thorough analysis of your role characteristics. In each section, place a tick ✓ in the left-hand column to the sentences that you relate to, in terms of your team working approach.

There are seven scenario sections, each with a choice of eight possible answers; you must tick at least one answer from each section; typically, you may relate to two or three answers from each section. Doing so, will provide a broader, hierarchal analysis of your proposed role strengths.

For each section, allocate 10 points between those sentences that apply to you: one of which is your primary outlook while the other/s only applies some of the time. For example, you could allocate seven points to your primary answer and the remaining three points to your second choice. In some instances, you may decide that there are two sentences, which apply to you equally, if this is the case, then allocate five points to each.

You must allocate all 10 points in each section.

SECTION A

WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

Tick	Answers	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.	6
	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.	4
	7. I have an aptitude for organising people.	
	8. I am always ready to support good suggestions that help to resolve a problem.	

SECTION B

IN SEEKING SATISFACTION THROUGH MY WORK:

Tick	Answers	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.	3
	4. I like to make critical discrimination between alternatives.	
✓	5. I tend to have a creative approach to problem solving.	7
	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	Answers	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.	5
	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.	5
	7. I am ready to make my personal views known in a forceful way if necessary.	
	8. I am ready to help whenever I can.	

SECTION D

IN CARRYING OUT MY DAY-TO-DAY WORK:

Tick	Answers	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
	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.	6
	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	Answers	Points
✓	1. I often find my imagination frustrated by working in a group.	10
	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 I'm to succeed in getting my views across in a group.	
	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	Answers	Points
	1. I start to look around for possible ideas and openings.	
✓	2. I'm concerned to finish and perfect current work before I start.	10
	3. I approach the problem in a carefully analytical way.	
	4. I'm able to assert myself to get other people involved if necessary.	
	5. I'm able to take an independent and innovative look at most situations.	
	6. I'm 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	Answers	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.	6
	5. I try to make my mark in group meetings.	
✓	6. I can see how ideas and techniques can be used in new relationships.	4
	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 points from the seven sections 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 IMP respectively.

SECTION	SH	CO	PL	RI	ME	IMP	TW	CF
A	3.	7.	4.	6. 4	5.	1.	8.	2. 6
B	1.	6.	5. 7	8.	4.	7.	3. 3	2.
C	7.	4.	6. 5	2. 5	3.	5.	8.	1.
D	2.	3. 4	6. 6	4.	5.	1.	8.	7.
E	6.	5.	1. 10	7.	3.	4.	2.	8.
F	6.	4.	5.	1.	3.	8.	7.	2. 10
G	5.	7.	6. 4	3.	2.	1.	8.	4. 6
TOTAL	0	4	32	9	0	0	3	22

Once you have allocated all your points, total each column. The two highest totals represent your primary and secondary preferred team roles.

SH



SHAPER

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

CO



CO-ORDINATOR

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

Strengths: Mature, confident, identifies talent. Clarifies goals.

Weaknesses: Can be seen as manipulative and might offload their own share of the work.

PL



PLANT

Tends to be highly creative and good at solving problems in unconventional ways.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

RI



RESOURCE INVESTIGATOR

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

ME



MONITOR EVALUATOR

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.

Strengths: Sober, strategic and discerning. Sees all options and judges accurately.

Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

IMP



IMPLEMENTER

Needed to plan a workable strategy and carry it out as efficiently as possible.

Strengths: Practical, reliable, efficient. Turns ideas into actions & organises work that needs to be done.

Weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

TW



TEAMWORKER

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

CF



COMPLETER FINISHER

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Weaknesses: Can be inclined to worry unduly, and reluctant to delegate.