

The Belbin Test for Assessing Team Roles¹

Self Perception Inventory

To complete each section of this inventory:

1. Tick in the left column the one, two or three sentences that are most applicable to you.
2. Then, apportion 10 points between those sentences that apply to you: one of which you feel sums you up well while others apply some of the time. In this instance you could give seven points and the remaining points to your second choice. In some instances you might decide that there are two sentences that apply to you equally – if this is the case award five points to each.

You must allocate 10 points in each section.

Section A

Tick	When involved in a project with other people:	Points
	1. I can be relied upon to see that work 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 others 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.	

¹ This version of the Belbin Test has been taken from "Teambuilding" by Fraser and Neville, The industrial society 1993.

Section B

Tick	In seeking satisfaction through my work:	Points
	1. I like to have 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

Tick	When the team is trying to solve a particularly complex problem:	Points
	1. I keep a watching eye on areas where difficulties may arise.	
	2. I explore new 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 others 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.	
	8. I am ready to help whenever I can.	

Section D

Tick	In carrying out my day-to-day work:	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

Tick	If I am suddenly given a difficult task with limited time and unfamiliar people:	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.	
	7. I usually know someone whose specialist knowledge is particularly apt.	
	8. I seem to develop a natural sense of urgency.	

Section F

Tick	When suddenly asked to consider a new project:	Points
	1. I start to look around for possible ideas and opportunities.	
	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 other people involved if necessary.	
	5. I am able to take an independent and innovate 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

Tick	In contributing to group projects in general:	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.	
	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 test

Transfer your points allocation from the seven sections of the self perception test 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 7 points for question 6 and three for question 1, you would allocate them in the columns RI and IMP respectively.

	SH	CO	PL	RI	ME	IMP	TW	CF
A	3 ___	4 ___	7 ___	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 ___	1 ___	5 ___	7 ___	3 ___	4 ___	2 ___	8 ___
F	6 ___	4 ___	5 ___	1 ___	3 ___	8 ___	7 ___	2 ___
G	5 ___	7 ___	6 ___	3 ___	2 ___	1 ___	8 ___	4 ___
Total								

SH= Shaper

CO = Coordinator

PL = Plant

RI = Resources Investigator

ME = Monitor/Evaluator

IMP = Implementer

TW = Team Worker

CF = Completer/Finisher

Additional role: Specialist

Highest score:

Second highest score: