

Understanding Your Preferred Role in a Team¹

Instructions for Undertaking this Team Role Self Assessment Exercise

Firstly, please complete your name and organisation below:

Name:

Organisation:

Date

Team:

To determine which team role best describes your personality and operating style, consider the statements in each of the sections below. Please note: there are no right or wrong answers, so take as much time as you need to consider each statement honestly.

For each section distribute a total of 10 points among the statements which you think best describe your behaviour. The points may be distributed among several sentences and in extreme cases they might be spread across all statements or all ten points given to one statement only.

Give the most points to the statement which best describes your behaviour and the least points (or no points) to the statements that are least accurate or do not apply.

	EXAMPLE	Allocation of Points (Example 1)	Allocation of Point (Example 2)
a.	I am outgoing, cheerful and enjoy socialising		
b.	I am introverted and inward-looking and generally prefer my own company		10
c.	I have a small circle of close friends, all of whom I have known for some time	1	
d.	I have a wide circle of acquaintances, all of whom are very different		
e.	I enjoy meeting people, but time alone is very important to me	7	
f.	I have no more than five really important people in my life	2	

¹ Source: Belbin, Meredith, R, (2004) Management Teams: Why they succeed or fail 2nd Ed. Oxford, Elsevier Butterworth-Heinemann www.belbin.com

SECTION ONE

The main contribution I make to a team is...

Allocate a total of 10 points to your chosen statements.

	The main contribution I make to a team is...	Allocation of Points
a.	I think 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.	My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives	
e.	My capacity to follow 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 unrealistic and unlikely to work	
h.	I can offer a reasoned case for alternative courses of action without introducing bias or prejudice	

SECTION TWO

My shortcomings when working in a team are...

Allocate a total of 10 points to your chosen statements.

	My shortcomings when working in a team are...	Allocation of Points
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	
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 may go wrong	

SECTION THREE

When involved in a project with other people...

Allocate a total of 10 points to your chosen statements.

	When involved in a project with other people...	Allocation of Points
a.	I have an aptitude for influencing people without pressurising 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 in the common interest	
f.	I am keen to look for the latest in new ideas and developments	
g.	I believe my capacity for judgment can help to bring about the right decisions	
h.	I can be relied upon to see that all essential work is organised	

SECTION FOUR

My usual approach to team work is...

Allocate a total of 10 points to your chosen statements.

	My usual approach to team work is...	Allocation of Points
a.	I have a quiet interest in getting to know colleagues better	
b.	I am not reluctant to challenge the views of others or 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 FIVE

I gain satisfaction in a job because...

Allocate a total of 10 points to your chosen statements.

	I gain satisfaction in a job because...	Allocation of Points
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 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 a task my full attention	
h.	I like to find a field that stretches my imagination	

SECTION SIX

If I am suddenly asked to work on a difficult task with limited time and resources and unfamiliar people...

Allocate a total of 10 points to your chosen statements.

	If I am suddenly asked to work on a difficult task with limited time and resources and unfamiliar people...	Allocation of Points
a.	I would feel like retiring to a corner to devise a way out of the impasse before developing a line	
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 best contribute	
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 getting something done	

SECTION SEVEN

The main problems I experience when working on a team are...

Allocate a total of 10 points to your chosen statements.

	The main problems I experience when working on a team are...	Allocation of Points
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	

Your Role in a Team Feedback

The following table will help provide you with an analysis of the team roles which best describes your personality and operating style.

	IM	CO	SH	PL	RI	ME	TW	CF
Section 1	G	D	F	C	A	H	B	E
Section 2	A	B	E	G	C	D	F	H
Section 3	H	A	C	D	F	G	E	B
Section 4	D	H	B	E	G	C	A	F
Section 5	B	F	D	H	E	A	C	G
Section 6	F	C	G	A	H	E	B	D
Section 7	E	G	A	F	D	B	H	C
Total								

IM	Implementer
CO	Coordinator
SH	Shaper
PL	Plant
RI	Resource Investigator
ME	Monitor Evaluator
TW	Team Worker
CF	Completer Finisher

Your Preferred Team Roles

	My Preferred Team Roles
1.	
2.	
3.	

Team Roles Overview

CODE	TYPE	TYPICAL FEATURES	STRENGTHS	ALLOWABLE WEAKNESSES
IM	Implementer	Good organiser who converts ideas into action. Conservative, dutiful, reliable, predictable.	Organising ability, practical common sense, hard working, self-discipline.	Lack of flexibility, unresponsiveness to unproven ideas. Resistant to change.
An Implementer works best when allowed to work in an organised way				
CO	Coordinator	Calm, self-confident, controlled and diplomatic. Focused on overall results and a strong sense of objectives.	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. Gets decisions.	Can be seen as aloof – above the team - or not 'one of the gang'. Seen as manipulative. Off loads detailed work.
A Coordinator works best when there are clear objectives				
SH	Shaper	Outgoing, dynamic and highly strung. Results oriented and straight to action but pushy with others. Spring to action.	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception	Will do what it takes for results even if it upsets others. Prone to provocation, irritation and impatience. Bossy?
A Shaper works best on own initiative and limited compromise				
PL	Plant	Individualistic, intelligent and creative. Serious-minded but unorthodox.	Imagination, intellect, knowledge. Ideas and original thought for problem solving.	Not a team player. Pre-occupied. Up in the clouds, inclined to disregard practical details or protocol
A Plant works best on their own				
RI	Resource Investigator	Extroverted, enthusiastic, curious, communicative. Optimistic and good at networking.	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed. Easily bored and need recognition.
A Resource Investigator works best when free to get out and meet people				
ME	Monitor Evaluator	Analytical, unemotional and prudent. Like to use facts.	Judgement, discretion, hard-headedness	Lack inspiration or the ability to motivate others. Lack humour and enthusiasm.
A Monitor Evaluator works best when allowed to analyse facts				
TW	Team Worker	Socially oriented, rather mild, sensitive. Loyal and concerned.	An ability to respond to people and to situations and to promote team spirit.	Put people before results. Indecisiveness at moments of crisis.
A Team Worker works best when given time and freedom to develop good relations				
CF	Completer Finisher	Meticulous and set high standards for self and others. Painstaking, orderly and conscientious.	A capacity for follow-through. Perfectionist. Self-driven. Delivers on time.	A tendency to worry about small things. A reluctance to 'let go'. Intolerant of the failure of others.
A Completer Finisher works best when high standards expected and checked				

A further type is the **Specialist**, a person who is single minded, dedicated and self-starting with specialist knowledge and skills. This type dwells on technicalities and contributes only on a narrow front.