

The Belbin Questionnaire

Team roles at work,
M. Belbin
Butterworth Heinemann
1993.

SECTION A

WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

TICK		POINTS
	<ol style="list-style-type: none"> 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. 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. 7. I have an aptitude for organising people. 8. I am always ready to support good suggestions that help to resolve a problem. 	

Total = 10

SECTION B

IN SEEKING SATISFACTION THROUGH MY WORK:

TICK		POINTS
	<ol style="list-style-type: none"> 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. 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 in new ideas. 8. I particularly enjoy exploring different views and techniques. 	

Total = 10

SECTION C

WHEN THE TEAM IS TRYING TO SOLVE A PARTICULARLY COMPLEX PROBLEM:

TICK		POINTS
	<ol style="list-style-type: none"> 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. 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. 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. 	

Total = 10

SECTION D

IN CARRYING OUT MY DAY-TO-DAY WORK:

TICK		POINTS
	<ol style="list-style-type: none"> 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 them as unconnected 7. Being busy gives me real satisfaction. 8. I have a quiet interest in getting to know people better. 	

Total = 10

SECTION E

IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME AND UNFAMILIAR PEOPLE:

TICK		POINTS
	<ol style="list-style-type: none"> 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. 	

Total = 10

SECTION F

WHEN SUDDENLY ASKED TO CONSIDER A NEW PROJECT:

TICK		POINTS
	<ol style="list-style-type: none"> 1. I start to look around for possible ideas and openings. 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 people involved if necessary. 5. I am able to take an independent and innovative 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. 	

Total = 10

SECTION G

**IN CONTRIBUTING TO GROUP PROJECTS
IN GENERAL:**

TICK

POINTS

	<ol style="list-style-type: none">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.	
--	---	--

Total = 10

The Belbin Questionnaire

SCORING KEY FOR PERSONAL INVENTORY

Transfer your points allocation from the seven sections of the Personal Inventory 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 headed RI and IMP respectively.

	SH	CO	PL	RI	ME	IMP	TW	F
A	3	7_	4	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_	5_	1_	7_	3_	4_	2_	8_
F	6_	4_	5_	1_	3_	8_	7_	2_
G	5_	7_	6_	3_	2_	1_	8_	4_
TOTAL								

Once you have allocated all your points, total each column.

The highest two totals represent your primary and secondary preferred team roles