**Team roles according to Belbin – self evaluation**

**Instruction**

* Read the statement with the possible answers carefully.
* Start with “A” and estimate the value of the sentence in relation to your attitudes and your behaviour.
* Allocate 10 points all in all to all the statements that apply to you.
	+ The more accurate the statement the more points you give.
	+ If you find yourself in only one sentence, the sentence receives 10 points, otherwise you should divide the points according to how you see yourself.
	+ BUT the more you divide the points between different questions the less clear the result will be.
	+ At the end you should have 10 (distributed) points for each question.
1. **I love my work because…**

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| --- | --- |
| A | I care about a structured and organized workday. |
| B | I work best when I am motivated and like to motivate my team members.  |
| C | I like working in my field of interest. |
| D | I like working with my team colleagues.  |
| E | I am looking forward to implementing my ideas.  |
| F | I like to discover new opportunities.  |
| G | I like coordinating a project and taking steps.  |
| H | I care about the perfect implementation of our project.  |
| I | I like to develop creative ideas on my own.  |

1. **Characteristic of my way of working in a group is…**

|  |  |
| --- | --- |
| A | I find it interesting to get to know my colleagues better, so I can get with them better along.  |
| B | I usually put my arguments forward to bring inappropriate proposals down.  |
| C | I think I can forge compelling action plans, which lead to actual actions.  |
| D | I have the gift of bringing unexpected alternatives to the table instead of presenting “old wine in new bottles”.  |
| E | When it comes to solving tasks in a team, I tend to be a perfectionist.  |
| F | I like to have useful contacts outside the current working group.  |
| G | When it comes to solving a task, I devote myself to it with attention to detail.  |
| H | When something needs to be tackled, I know right away what needs to be done, even if I am interested in everyone’s opinions.  |
| I | I am not afraid to argue against the opinions of others or to defend the position of a minority.  |

1. **When I work with others in a project…**

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| --- | --- |
| A | I am successful in guiding people without pushing them in one direction.  |
| B | My vigilance protects us from inaccuracy and from forgetting things.  |
| C | I push for concrete action to make sure that time is not wasted in meetings and to separate the important from the unimportant.  |
| D | You can be sure that I contribute new and fundamental ideas.  |
| E | I am always willing to contribute a good idea if it helps everyone.  |
| F | I am always on the lookout for new ideas and developments.  |
| G | I am convinced that with my broad range of knowledge and skills I can bring others a good deal closer to the solution.  |
| H | I am convinced that I can make an important contribution to the decision-making process.  |
| I | Others can be sure that I deal with all important issues.  |

1. **I contribute to a team…**

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| --- | --- |
| A | I believe that I am capable of discovering new alternatives and applying them.  |
| B | My ability lies in my expertise, which I am happy to use to advance the task.  |
| C | I can get along with everyone.  |
| D | Coming up with ideas is one of my natural gifts. |
| E | My ability lies in challenging and encouraging people when I realize that they can make a significant contribution.  |
| F | My efficient way of working allows me to complete things (e.g. projects) cleanly.  |
| G | I am prepared to be unpopular for a while if it leads to valuable results.  |
| H | I usually realize what is possible and realistic.  |
| I | I can provide reasons for alternative approaches without losing sight of my actual goal.  |

1. **When working in a team my weaknesses could be…**

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| --- | --- |
| A | I only feel comfortable when meetings are well structured, i.e. under control and well managed.  |
| B | If people have good ideas on a topic, I agree too quickly without having discussed the matter thoroughly.  |
| C | I run the risk of talking too much when I have new ideas.  |
| D | I usually don’t have very strong opinions. As a consequence, I am too quick in agreeing with others.  |
| E | In situations where something has to happen, I am sometimes perceived as pushy and authoritarian.  |
| F | I find it difficult to take charge quickly – perhaps because I am very sensitive to the moods in the group.  |
| G | I have a tendency to “take off” with my ideas and lose touch to what is actually going on.  |
| H | My colleagues think that I unnecessarily dwell on possible failures.  |
| I | I feel comfortable when I can deal with my own task in detail.  |

1. **When I’m suddenly given a difficult task that has to be done under time pressure and with people, I don’t know…**

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| --- | --- |
| A | I prefer to keep a low profile so that I can sound out the situation before coming up with suggestions.  |
| B | I immediately look for opportunities to collaborate with the people who appeal to me the most.  |
| C | I immediately look for a way to tackle the task, by determining which people are best placed to make which contribution.  |
| D | My feeling tells me what is more or less urgent and what the schedule should look like.  |
| E | I stay calm and gather my skills to think objectively.  |
| F | I always work towards the goal, even if sometimes only in small steps.  |
| G | I will take the lead if I realize that the group is not making progress.  |
| H | I immediately initiate discussions to provoke new perspectives and start the solution process.  |
| I | I immediately integrate myself into the group and wait to be assigned a task to which I can devote myself.  |

1. **When I am working in a group, I struggle with the following problems…**

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| --- | --- |
| A | I often show impatience towards those who hinder progress.  |
| B | Other people criticize me for being too analytical and not trusting my intuition.  |
| C | My over-concern that things might not be done carefully enough brings the risk that project progress will be hindered.  |
| D | It is difficult for me to keep the overall goal in mind, I prefer to devote myself to fulfilling the sub-goals.  |
| E | I quickly get bored – and then I need a lot of encouragement to get active again.  |
| F | It is difficult for me to get started if the goals are not yet clearly defined.  |
| G | I am barely able to bring order to the abundance of my thoughts and ideas.  |
| H | I often have a tendency to ask other people to do things that I don’t want to do myself.  |
| I | I always hesitate to express my thoughts when I think it will create a stronger opposition.  |

**Evaluation**

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| **Question**  | **Point distribution**  |
| 1 | G | E | I | A | B | F | D | C | H |
| 2 | I | B | E | C | D | G | A | H | F |
| 3 | A | C | D | H | I | F | E | G | B |
| 4 | E | G | D | I | H | A | C | B | F |
| 5 | B | E | G | D | A | C | F | I | H |
| 6 | C | G | A | E | F | H | B | I | D |
| 7 | H | A | G | B | F | E | I | D | C |
| **Sum**  |  |  |  |  |  |  |  |  |  |
| **Role**  | **Coordinator** | **Implementer** | **Inventor** | **Evaluator** | **Shaper** | **Resource Investigator** | **Team Worker**  | **Specialist** | **Completer** |