



Neupauer Training

Belbin's Team Role Theory Assessment





For each section distribute a total of 10 points among the sentences which you think best describe your behaviour. The points may be distributed among as many sentences as you think appropriate. In extreme cases you spread the ten points across all sentences or conversely you may give all ten to one sentence. Enter the points alongside each sentence in the space provided.

Section 1 : what I believe I can contribute to a team

a	I think I can quickly see and take advantage of opportunities	
b	I can work well with a wide range of people	
c	I can usually sense what is realistic and likely to work	
d	My capacity to follow through has much to do with my personal effectiveness	
e	My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives	
f	My technical knowledge and experience is usually my major asset	
g	I can offer a reasoned case for alternative courses of action without introducing bias or prejudice	
h	Producing ideas is one of my natural assets	
i	I am ready to face temporary unpopularity if it leads to worthwhile results in the end	



Section 2 : If I have a possible shortcoming in teamwork, it could be that....

a	I am not at ease unless meetings are well structured, controlled and generally well conducted	
b	My objective outlook makes it difficult for me to join in readily and enthusiastically with my colleagues	
c	I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere	
d	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening	
e	My colleagues tend to see me as worrying unnecessarily over detail and the possibility that things may go wrong	
f	I am sometimes seen as forceful and authoritarian if there is a need to get something done	
g	I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing	
h	I am reluctant to contribute unless the subject being discussed deals with an area I know well	
i	I have a tendency to talk a lot once the group gets on to new ideas	



Section 3 : When involved in a project with other people.....

a	I can be counted on to contribute something original	
b	My general vigilance prevents mistakes and omissions	
c	I have an aptitude for influencing people without pressurising them	
d	I am keen to look for the latest in new ideas and developments	
e	I try to maintain my sense of professionalism	
f	I believe my capacity for judgements can help bring about the right decisions	
g	I am always ready to back a good suggestion in the common interest	
h	I am ready to press for action to make sure that the meeting does not waste time or lose sight of the main objective	
i	I can be relied upon to see that all essential work is organised	



Section 4 : My characteristic approach to group work is that

...

a	I have a quiet interest in getting to know colleagues better	
b	Whilst I am interested in all views, I have no hesitation in making my mind up once a decision has to be made	
c	I am not reluctant to challenge views of others or to hold minority views	
d	I think I have a talent for making things work once a plan has been put into operation	
e	I have a tendency to avoid the obvious and come out with the unexpected	
f	I am ready to make use of contacts outside the group itself	
g	I bring a touch of perfectionism to any team job I undertake	
h	I can usually find a line of argument to refute unsound propositions	
i	I contribute when I know what I am talking about	



Section 5 : I gain satisfaction in a job because

a	I enjoy analysing situations and weighing up all the possible choices	
b	I feel that I am using my special qualifications and training to advantage	
c	I like to find a field that stretches my imagination	
d	I feel in my element when I can give a task my full attention	
e	I am interested in finding practical solutions to problems	
f	I like to feel that I am fostering good working relationships	
g	I can meet people who may have something new to offer	
h	I can get people to agree to a necessary course of action	
i	I can exert a strong influence on decisions	



Section 6 :If I am suddenly given a difficult task with limited time and unfamiliar people

a	I tend to read up as much as I conveniently can on the subject	
b	I would retain a steadiness of purpose in spite of the pressures	
c	I would open discussion with a view to stimulating new thoughts and getting something moving	
d	I believe I would keep cool and maintain my capacity to think straight	
e	I would find some way of reducing the size of the task by establishing what different individuals might best contribute	
f	I would feel like retiring to a corner to devise a way out of the situation before developing a specific approach	
g	I would be prepared to take a positive lead if I felt the group were making no progress	
h	My natural sense of urgency would help ensure that we did not fall behind schedule	
i	I would be ready to work with the person who showed the most positive approach, however difficult he or she may be	



Section 7 : With reference to the problems to which I am subject to working in groups

a	I am apt to show my impatience with those who are obstructing progress	
b	I hesitate to get my points across when I run up against opposition	
c	I am inclined to feel that I am wasting my time and I would do better on my own	
d	I am conscious of demanding of others things that I cannot do myself	
e	I tend to get bored rather easily and rely on others to get me going	
f	My desire to ensure that work is properly done can hold up proceedings	
g	Others may criticise me for being too analytical or insufficiently intuitive	
h	I find it difficult to get started unless the goals are clear	
i	I am sometimes poor at explaining and clarifying complex points that occur to me	



Transpose the scores from the previous questions and enter them section by section in the table below on the right of the appropriate letter.

Then add up the points in each column to give you a team role distribution score. To check your work you will find a total of 70 point is allocated to this exercise.










S	I	C	S	P	RI	ME	T	CF	Sp
1	c	e	i	h	a	g	b	d	f
2	a	g	f	d	i	b	c	e	h
3	i	c	h	a	d	f	g	b	e
4	d	b	c	e	f	h	a	g	i
5	e	h	i	c	g	a	f	d	b
6	b	e	g	f	c	d	i	h	a
7	h	d	a	i	e	g	b	f	c
Total									

I - Implementer, C- Co-ordinator, S - Shaper, P - Plant, RI - Resource Investigator, ME-Monitor Evaluator, T- Team worker, CF - Completer Finisher, Sp - Specialist . See full descriptions below.



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Team Role Summary Descriptions

Team Role	Contribution	Allowable weaknesses
 Plant	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
 Resource Investigator	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
 Co-ordinator	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
 Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
 Monitor Evaluator	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
 Team-worker	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontations.
 Implementer	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
 Completer Finisher	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
 Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.