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Class: **Date:**

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Belbins Self-Perception Exercise

Instructions

For each section, share a total of 10 points amongst the sentences which you think best describe your behaviour. These points may be distributed amongst several sentences; in some cases they may spread amongst all sentences or 10 points may be given to a single sentence. Enter the points in the table.

1	What I believe I can contribute to a team:	Points
A	I think I can quickly see and take advantage of new opportunities	
B	I can work well with a wide range of people	
C	Producing ideas is one of my natural assets	
D	I am able to draw out people 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 realistic and likely to work	
H	I can offer a reasoned case for alternative courses of action without introducing bias or prejudice	

2	If I have a possible shortcoming in teamwork, it could be that:	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 I feel have valid viewpoints that have 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 something needs to be done	
F	I find it difficult to lead from the front, perhaps because I am over responsive to the group atmosphere	
G	I am apt to get too caught up in ideas that occur to me and therefore lose track of what is happening	
H	My colleagues tend to think I worry unnecessarily over detail and the possibility that things might go wrong	



3	When involved in a project with other people:	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 we do not waste time in meetings 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 that my capacity for judgement can help bring about the right decisions	
H	I can be relied upon to see all essential work is organised	

4	My characteristic approach to group work is that:	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 to hold a minority view myself	
C	I usually find a line of argument to refute unsound propositions	
D	I think that I have a talent for making things work once a plan is put into action	
E	I have a tendency to avoid the obvious and come out with the unexpected	
F	I bring a touch of perfection to any job in undertake	
G	I am ready to make use of contacts outside the group itself	
H	While I am interested in all the views I have no hesitation in making up my mind once a decision has to be made	

5	I gain satisfaction in a job because:	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 to feel I am fostering good working relationships	
D	I can have a strong influence on decisions	
E	I can meet people who have something new to offer	
F	I can get people to agree on a necessary course of action	





G	I feel in my element when I can give a task my full attention	
H	I like to find a field that stretches my imagination	

6	If I am suddenly given a difficult task with limited time and unfamiliar people:	Points
A	I would feel like retiring to a corner to devise a way out of the impasse before developing a line/ sharing it with the others	
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 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 despite the pressures	
G	I would be prepared to take a positive lead if I felt the group was not making progress	
H	I would open up discussions with a view to stimulating new thoughts and actions	

7	With reference to problems I am subject to when working in groups:	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 become bored rather easily and rely on one or two stimulating members to enthuse me	
E	I find it difficult to start unless 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 put my points across when I run up against real opposition	

Team roles score sheet

Transfer the scores taken from the exercise, entering them section by section in the table below. Then add up the points in each column to give a total team-role distribution score.

Section	IMP	CO	SH	PL	RI	ME	TW	CF
1	g	d	f	c	a	h	b	e
2	a	b	e	g	c	d	f	h
3	h	a	c	d	f	g	e	b
4	d	h	b	e	g	c	a	f
5	b	f	d	h	e	a	c	g
6	f	c	g	a	h	e	b	d
7	e	g	a	f	d	b	h	c
Total								

Belbin Team Roles - Descriptions

Overview

Action Oriented Roles	Shaper	Challenges the team to improve-
	Implementer (IMP)	Puts ideas into action
	Completer Finisher (CF)	Ensures thorough, timely completion
People Oriented Roles	Coordinator (CO)	Acts as a chairperson
	Team Worker (TW)	Encourages cooperation
	Resource Investigator (RI)	Explores outside opportunities
Thought Oriented Roles	Plant (PL)	Presents new ideas and approaches
	Monitor-Evaluator (ME)	Analyzes the options
	Specialist	Provides specialized skills

Action Orientated Roles:

Shaper (SH)

Shapers are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent.

Shapers often see obstacles as exciting challenges and they tend to have the courage to push on when others feel like quitting.

Their potential weaknesses may be that they're argumentative, and that they may offend people's feelings.

Implementer (IMP)

Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done.

On the downside, Implementers may be inflexible and can be somewhat resistant to change.

Completer-Finisher (CF)

Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious, and anxious.

However, a Completer-Finisher may worry unnecessarily, and may find it hard to delegate.

People Oriented Roles:

Coordinator (CO)

Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team member brings to the table. They are calm and good-natured and delegate tasks very effectively.

Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.

Team Worker (TW)

Team Workers are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable in their own right, but who prioritize team cohesion and helping people getting along.

Their weaknesses may be a tendency to be indecisive, and to maintain uncommitted positions during discussions and decision-making.

Resource Investigator (RI)

Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas.

On the downside, they may lose enthusiasm quickly, and are often overly optimistic.

Thought Oriented Roles:

Plant (PL)

The Plant is the creative innovator who comes up with new ideas and approaches. They thrive on praise but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.

Monitor-Evaluator (ME)

Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are shrewd and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them.

