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## BELBIN TEAM ROLES QUESTIONNAIRE

Name: .....

This questionnaire is about how you prefer to work in teams and what your distinctive contribution is. There are no right or wrong answers. It should take 15 to 20 minutes to complete - spending longer will not improve the result.

In each of the seven sections, you have ten points to distribute among the sentences which you think most accurately describe your behaviour. These points might be distributed among several sentences. In extreme cases, they might be spread among all the sentences or all ten points may be given to a single sentence. Allocate the most points to the most accurate descriptions. Enter the points in the spaces.

When you have completed all seven sections, transfer your points onto the score sheet and add up each column total. Then fill in the rest of the page.

## Section A: What I believe I can contribute to a team:

	<b>Points allocated</b>	
10	___	I think I can quickly see and take advantage of new opportunities
11	___	I can work well with a very wide range of people
12	___	Producing ideas is one of my natural assets
13	___	My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives
14	___	I can be relied upon to finish any task I undertake
15	___	My technical knowledge and experience is usually my major asset
16	___	I am always ready to be blunt and outspoken in the cause of making the right things happen
17	___	I can usually tell whether a plan or idea will fit a particular situation
18	___	I can offer a reasoned and unbiased case or alternative courses of action
	<b>=====</b>	
Total	10	

## Section B: If I have a possible shortcoming in team work, it could be that:

	<b>Points allocated</b>	
20	___	I am not at ease unless meetings are well structured and controlled and generally well conducted
21	___	I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing.
22	___	I am reluctant to contribute unless the subject deals with a field I know well
23	___	I have a tendency to talk a lot once the group gets on to a new topic
24	___	My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues
25	___	I am sometimes seen as forceful and authoritarian when dealing with important issues
26	___	I find it difficult to lead from the front, perhaps because I am over responsive to group atmosphere
27	___	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening
28	___	I am reluctant to express my opinions on proposals or plans that are incomplete or insufficiently detailed.
	<b>=====</b>	
Total	10	

### Section C: When involved in a project with other people:

	<b>Points allocated</b>	
30	___	I have an aptitude for influencing people without pressuring them
31	___	I am generally effective in preventing careless mistakes or omissions from spoiling the success of an operation
32	___	I like to press for action to make sure that the meeting does not waste time or lose sight of the main objective
33	___	I can be counted on to contribute something original
34	___	I am always ready to back a good suggestion in the common interest
35	___	I am quick to see the possibilities in new ideas and developments
36	___	I try to maintain my sense of professionalism
37	___	I believe my capacity for judgement can help to bring about the right decisions
38	___	I can be relied on to bring an organised approach to the demands of the job
	====	
Total	10	

### Section D: My characteristic approach to group work is:

	<b>Points allocated</b>	
40	___	I maintain a quiet interest in getting to know colleagues better
41	___	I contribute where I know what I am talking about
42	___	I am not reluctant to challenge the views of others or to hold a minority view myself
43	___	I can usually find a line of argument to refute unsound propositions
44	___	I think I have a talent for making things work once a plan has to be put into operation
45	___	I prefer to avoid the obvious and to open up lines that have not been explored
46	___	I bring a touch of perfectionism to any job I undertake
47	___	I like to be the one to make contacts outside the group or the firm
48	___	While I am interested in all views, I have no hesitation in making up my mind once a decision has to be made
	====	
Total	10	

**Section E: I gain satisfaction in a job because:**

	<b>Points allocated</b>	
50	___	I enjoy analysing situations and weighing up all the possible choices
51	___	I am interested in finding practical solutions to problems
52	___	I like to feel I am fostering good working relationships
53	___	I can have a strong influence on decisions
54	___	I have a chance of meeting new people with different ideas
55	___	I can get people to agree on priorities and objectives
56	___	I feel in my element where I can give a task my full attention
57	___	I can find an opportunity to stretch my imagination
58	___	I feel I am using my special qualifications and training to advantage
	====	
Total	10	

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

	<b>Points allocated</b>	
60	___	I like to read as much as I conveniently can on the subject
61	___	I would feel like devising a solution on my own then trying to sell it to the group
62	___	I would be ready to work with the person who showed the most positive approach
63	___	I would find some way of reducing the size of the task by establishing how different individuals can contribute
64	___	My natural sense of urgency would help to ensure that we did not fall behind schedule
65	___	I believe I would keep cool and maintain my capacity to think straight
66	___	In spite of conflicting pressures, I would press ahead with whatever needed to be done
67	___	I would tend to assert myself if I felt the group was making no progress
68	___	I would open discussions with a view to stimulating new thoughts and getting something moving.
	====	
Total	10	

**Section G: With reference to the problems which I experience when working in groups:**

	<b>Points allocated</b>	
70	___	I am apt to overreact when people hold up progress
71	___	Some people criticise me for being too analytical
72	___	My desire to check that we get the important details right is not always welcome
73	___	I tend to show boredom unless I am actively engaged with stimulating people
74	___	I find it difficult to get started unless the goals are clear.
75	___	I am sometimes poor at putting across complex points that occur to me
76	___	I am conscious of demanding from others the things I cannot do myself
77	___	I am inclined to feel I am wasting time and would do better on my own
78	___	I hesitate to express my personal views in front of difficult or powerful people
	====	
Total	10	

## Belbin Team Roles Score Sheet

Pts	Pts	Pts	Pts	Pts	Pts	Pts	Pts	Pts
13	16	12	18	17	11	10	14	15
—	—	—	—	—	—	—	—	—
21	25	27	24	20	26	23	28	22
—	—	—	—	—	—	—	—	—
30	32	33	37	38	34	35	31	36
—	—	—	—	—	—	—	—	—
48	42	45	43	44	40	47	46	41
—	—	—	—	—	—	—	—	—
55	53	57	50	51	52	54	56	58
—	—	—	—	—	—	—	—	—
63	67	61	65	66	62	68	64	60
—	—	—	—	—	—	—	—	—
76	70	75	71	74	78	73	72	77
—	—	—	—	—	—	—	—	—
<b>CO</b>	<b>SH</b>	<b>PL</b>	<b>ME</b>	<b>IMP</b>	<b>TW</b>	<b>RI</b>	<b>CF</b>	<b>SP</b>
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Now transfer the initials from the columns above to the next table:

My three highest scoring team roles:	
My three middle scoring team roles:	
My three lowest scoring team roles:	