



## BELBIN TEAM TYPE QUESTIONNAIRE

In this questionnaire you will find seven sections with eight questions in each section. For each of the sections, distribute a total of ten points among the sentences which you think best describe your behaviour. These points may be distributed among several sentences; in extreme cases they might be spread among all the sentences or ten points may be given to a single sentence.

The result will be collected automatically to the last pages. When you are finished, print the document and bring it to the seminar.

This is a "mirror". The rear view mirror in your car feeds back information about what happens behind you when you are driving. This mirror feeds back information about your own behaviour when you are working in a team. At the seminar we will put the result into a meaningful frame of reference which will add to your knowledge about leadership in teams.

<b>1. What I believe I give to a team:</b>											
<b>a</b>	I can take advantage of new opportunities quickly.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>b</b>	I can work well with a very wide range of people										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>c</b>	Having ideas is one of my skills.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>d</b>	I am able to get people to give their best.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>e</b>	I complete actions effectively										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>f</b>	I can accept unpopularity if it leads to good results.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>g</b>	I know what will work.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>h</b>	I can give good reasons for different actions without prejudice.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>Total points in this table. The sum to the right shall be 10</b>											

<b>2. Where I might be weak in teamwork is:</b>											
<b>a</b>	I need meetings to be structured and controlled.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>b</b>	I listen too much to others who have ideas that the team has not accepted										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>c</b>	I talk too much once the group gets on to new ideas.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>d</b>	My objective outlook makes it difficult for me to be enthusiastic with the team.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>e</b>	I can be too forceful if things need to be done.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>f</b>	I find it difficult to lead teams, because I am too aware of group needs.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>g</b>	I get too caught up in interesting ideas and forget what is happening.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>h</b>	My team sees me as worrying too much over details.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>Total points in this table. The sum to the right shall be 10</b>											

<b>3. When involved in a team:</b>											
<b>a</b>	I am good at influencing people without pressurising them.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>b</b>	I stop mistakes and omissions being made.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>c</b>	I make sure that the meeting does not waste time or lose sight of the main objective.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>d</b>	I will come up with original ideas.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>e</b>	I will encourage good ideas in the common interest.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>f</b>	I look for the latest in new ideas and developments.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>g</b>	I am good at making right decisions.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>h</b>	I organise all essential work.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>Total points in this table. The sum to the right shall be 10</b>											

<b>4. My approach to team work is that:</b>											
<b>a</b>	I like knowing colleagues better.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>b</b>	I will challenge others.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>c</b>	I can find reasons to stop bad ideas										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>d</b>	I make things work once a plan has to be put into operation.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>e</b>	I avoid the obvious and come out with the unexpected.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>f</b>	I bring a touch of perfectionism to any job I undertake										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>g</b>	I make use of contacts outside the group itself.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>h</b>	While I am interested in all views, I make up my mind once a decision is needed.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>Total points in this table. The sum to the right shall be 10</b>											

<b>5. I like to work where I can:</b>											
<b>a</b>	Analyse situations and evaluate all the possible choices.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>b</b>	Find practical solutions to problems										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>c</b>	Help good working relationships										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>d</b>	Influence decisions.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>e</b>	Meet people who may have something new to offer.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>f</b>	Get people to agree on a necessary course of action.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>g</b>	Give a task my full attention.										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>h</b>	Find a field that stretches my imagination										
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	
<b>Total points in this table. The sum to the right shall be 10</b>											

<b>6. If I am suddenly given a difficult task with limited time and unfamiliar people:</b>											
<b>a</b>	I would like being alone to think of solutions.										
	1	2	3	4	5	6	7	8	9	10	
<b>b</b>	I would be ready to work with the people who were most positive.										
	1	2	3	4	5	6	7	8	9	10	
<b>c</b>	I would reduce the task by seeing what different people could do.										
	1	2	3	4	5	6	7	8	9	10	
<b>d</b>	My sense of urgency would keep us on schedule.										
	1	2	3	4	5	6	7	8	9	10	
<b>e</b>	I would keep cool and think straight.										
	1	2	3	4	5	6	7	8	9	10	
<b>f</b>	I would be steady and think of the objectives.										
	1	2	3	4	5	6	7	8	9	10	
<b>g</b>	I would be positive and lead if I felt the group was making no progress.										
	1	2	3	4	5	6	7	8	9	10	
<b>h</b>	I would ask views to get new ideas and actions.										
	1	2	3	4	5	6	7	8	9	10	
<b>Total points in this table. The sum to the right shall be 10</b>											

7. When there are problems in groups:											
<b>a</b>	I get impatient with those who are blocking progress										
	1	2	3	4	5	6	7	8	9	10	
<b>b</b>	Others may think I am too analytical										
	1	2	3	4	5	6	7	8	9	10	
<b>c</b>	My need to get work properly done can hold up proceedings										
	1	2	3	4	5	6	7	8	9	10	
<b>d</b>	I get bored rather easily and rely on others to get me going.										
	1	2	3	4	5	6	7	8	9	10	
<b>e</b>	I find it difficult to get started unless the goals are clear										
	1	2	3	4	5	6	7	8	9	10	
<b>f</b>	I am sometimes poor at explaining complex points										
	1	2	3	4	5	6	7	8	9	10	
<b>g</b>	I demand from others the things I cannot do myself.										
	1	2	3	4	5	6	7	8	9	10	
<b>h</b>	I hesitate to get my opinions across strongly.										
	1	2	3	4	5	6	7	8	9	10	
Total points in this table. The sum to the right shall be 10											



## STAGE 1: SCORING AND INTERPRETATION OF THE QUESTIONNAIRE

1. In the table below you will find the points you have allocated to each section (1 – 7) for each and the eight questions (a – h):

Section	Question							
	a	b	c	d	e	f	g	h
1								
2								
3								
4								
5								
6								
7								

	Company Worker	Chairman	Shaper	Plant	Resource- Investigator	Monitor- Evaluator	Team Worker	Completer- Finisher
<b>Section</b>	<b>CW</b>	<b>CH</b>	<b>SH</b>	<b>PL</b>	<b>RI</b>	<b>ME</b>	<b>TW</b>	<b>CF</b>
<b>1</b>	g	d	f	c	a	h	b	e
<b>2</b>	a	b	e	g	c	d	f	h
<b>3</b>	h	a	c	d	f	g	e	b
<b>4</b>	d	h	b	e	g	c	a	f
<b>5</b>	b	f	d	h	e	a	c	g
<b>6</b>	f	c	g	a	h	e	b	d
<b>7</b>	e	g	a	f	d	b	h	c
Total								

## Your own position on the playground

