



Making an Impact

Handout 12

Ream Roles Questionnaire

DIRECTIONS

For each question distribute a total of 10 points to the sentences which you think best describe your behaviour in Team situations. These points may be distributed among not more than three sentences. In some cases 10 points may be given to a single sentence, if you feel this is exactly what best describes your behaviour. ***There are NO right answers for this questionnaire, only what is honest and true for YOU as an individual.***

I. WHAT I BELIEVE I CAN CONTRIBUTE TO A TEAM

- a. I can quickly see connections and take advantage of new opportunities.
- b. I can work well with a very wide range of people.
- c. I can produce ideas easily.
- d. I encourage others when I see they have something to contribute to the group
- e. I always finish what I start.
- f. I am prepared to be unpopular if it leads to results in the end.
- g. I am quick to see what is likely to work in a familiar situation.
- h. I can offer a careful assessment for different courses of action.
- i. I am enthusiastic about applying my training and expertise.

II. IF I HAVE A WEAKNESS IN TEAM WORK, IT COULD BE THAT

- a. I am not happy unless meetings are well structured and controlled.
- b. I am too generous towards others who have a point that has not been discussed.
- c. I tend to talk a lot once the group gets on to new ideas.
- d. I think so carefully, often it is difficult for me to join in the team situations.
- e. I am sometimes forceful and dominant if there is a need to get something done.
- f. I find it difficult to lead from the front, because I am too sensitive to others.
- g. I get too caught up with ideas and so I lose track of what is happening.
- h. I can become frustrated if my knowledge of a particular subject is not recognised.
- i. I worry unnecessarily over detail and the possibility that things may go wrong.

III. WHEN I AM INVOLVED IN A PROJECT WITH OTHER PEOPLE

- a. I look for chances to gain personal fulfilment from the work.
- b. I am good at influencing people without pressuring them.
- c. I pay attention to detail which prevents careless mistakes being made.
- d. I press for action so that we do not waste time or lose sight of main objectives.
- e. I usually contribute something original.
- f. I am always ready to support a good suggestion for the group.
- g. I am keen to look for the latest in new ideas and developments.
- h. I believe my cool judgement is appreciated by others.
- i. I can be relied upon to see that all important work is organised.

IV. MY USUAL APPROACH TO GROUP WORK IS THAT

- a. I am interested in getting to know colleagues better.
- b. I am happy to challenge the views of others or to hold a minority view myself.
- c. I can usually find an argument to defeat weak suggestions.
- d. I am good at making things work once a plan is ready to be put into operation.
- e. I tend to avoid the obvious and come out with the unexpected.
- f. I bring a touch of perfection to any team job I undertake.
- g. I am ready to make use of contacts outside the group itself.
- h. I consider all views but I make up my mind once a decision must be made.
- i. I can use what I have learned to help the team.

V. I GET SATISFACTION IN A JOB BECAUSE

- a. I enjoy analysing situations and considering all the choices.
- b. I am interested in finding practical solutions to problems.
- c. I like to feel I am encouraging good working relationships.
- d. I have a strong influence on decisions.
- e. I like to meet people who have something new to offer.
- f. I strive to achieve the highest possible standards when producing work.
- g. I can get people to agree on necessary course of action.
- h. I feel at my best when I can give a task my full attention.
- i. I like to find things that stretch my imagination.

VI. IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME AND UNFAMILIAR PEOPLE

- a. I prefer to work alone to find a solution before explaining to others.
- b. I am be ready to work with any positive person even if they are difficult.
- c. I would find some way of simplifying the task and getting others to contribute.
- d. I am aware of urgency & would make sure we did not fall behind schedule.
- e. I believe I would keep calm and think clearly.
- f. I would keep to the purpose in spite of the pressures.
- g. I am good at finding my own areas of work, independent of other team members.
- h. I would take a positive lead if I felt the group were making no progress.
- i. I would open discussion to stimulate new thoughts and new connections.

VII. I SOMETIMES HAVE PROBLEMS WORKING IN GROUPS BECAUSE

- a. I tend to be impatient with those who are stopping progress.
- b. I may be criticised for being too analytical.
- c. I find it frustrating when others are dismissive of my expertise.
- d. I wish to ensure that work is properly done but that can slow things down.
- e. I tend to get bored easily and need stimulating people to interest me.
- f. I find it difficult to get started unless the goals are clear.
- g. I am sometimes poor at explaining and clarifying points that occur to me.
- h. I am aware of demanding from others things I cannot do myself.
- i. I hesitate to get my points across when I run up against strong opposition.

VIII. WHEN I AM INVOLVED IN A PROJECT WITH OTHER PEOPLE

- a. I place importance on attaining the highest levels of accuracy in my work.
- b. I am at my best when working to a tight deadline
- c. I ensure that the team understands and agrees upon priorities.
- d. I analyse the situation to ensure the team has considered all possible implications.
- e. I smooth over problems using discretion and understanding.
- f. I do what is required rather than the work I would prefer to do.
- g. I can provide information relating to my experience and expertise.
- h. I can think laterally and move beyond obvious conclusions.
- i. I can see the potential in new ideas and how to make the most of them.

BELBIN TEAM ROLES – SCORE SHEET

DIRECTIONS

For each question distribute a total of 10 points to the sentences which you think best describe your behaviour in Team situations. These points may be distributed among not more than three sentences. In some cases 10 points may be given to a single sentence, if you feel this is exactly what best describes your behaviour. ***There are NO right answers for this questionnaire, only what is honest and true for YOU as an individual.***

Take the points from the Team Roles Questionnaire and enter them by question in the table below. Be sure to write the score according to the letter indicated.

QUESTION NO:	IP	CO	SH	PL	RI	ME	TW	CF	SP
I	g	d	f	c	a	h	b	e	i
II	a	b	e	g	c	d	f	i	h
III	i	b	d	e	g	h	f	c	a
IV	d	h	b	e	g	c	a	f	i
V	b	g	d	i	e	a	c	h	f
VI	f	c	h	a	i	e	b	d	g
VII	f	h	a	g	e	b	h	d	c
VIII	f	c	b	h	i	d	e	a	g
TOTALS:									

CHECK: Points for each question (eg VII) should add up to 10

Scoring

Add up the points in each column to give your final Team Role profile of preferred behaviours.

Interpretation

- 0 to 5 You very seldom use this behaviour
- 6 to 10 You sometimes use this behaviour
- 11 to 15 You often use this behaviour
- 16 to 20 You favour this behaviour
- 21 + You almost always use this behaviour

Remember Team Roles are about BEHAVIOUR not personality. You can be flexible and CHANGE your behaviour. Try to do what the Team NEEDS, to be effective, not just what you are comfort