

# **BELBIN'S TEAM ROLES INVENTORY**

*"Perfect Teams from Imperfect people"*

## **Introduction**

The informal role or roles you play in a team will be influenced by a variety of factors. Some of these are internal to you such as your personality and your perception of what motivates others (stick/carrot), authority, power and freedom (autocratic/democratic). Others are external to you such as the needs and type of your organisation and team (centralised/decentralised control). The research suggests that you will have one or two preferred roles. That is, one or two which you feel comfortable with and will naturally adopt.

This questionnaire is based upon the ideas developed by Meredith Belbin which have been widely researched in a variety of organisations and contexts.

## **Instructions**

1. For each section of the following inventory select one, two or three sentences which most closely reflect you within the context of the opening statement for that section.
2. Then in the space on the right apportion 10 points between those sentences you have selected to indicate the relative extent to which each applies.  
For example you may only select one sentence giving it all 10 points or two sentences of equal relevance giving them both 5 points. On the other hand you may select three sentences giving the most relevant 6 points and the other two 2 points each or alternatively one 5 points, one 3 points and one 2 points etc.
3. You must allocate all 10 points in each section.  
Be spontaneous, do not agonize over your responses - if you take more than 25 minutes to complete the exercise you are spending too long deciding your responses.  
Score the inventory using the key at the end of this inventory.

