

Appendix 1

Team Role Definition⁵

Company Worker (CW)

As a team-role, specifies turning concepts and plans into practical working procedures; and carrying out agreed plans systematically and efficiently.

Chairman (CH)

As a team-role, specifies controlling the way in which a team moves the group objectives by making the best use of team resources; recognising where the team's strengths and weaknesses lie; and ensuring that best use is made of each team member's potential.

Shaper (SH)

As a team-role, specifies shaping the way in which team effort is applied; directing attention generally to the setting of objectives and priorities; and seeking to impose some shape or pattern on group discussion and on the outcome of group activities.

Plant (PL)

As a team-role, specifies advancing new ideas and strategies with special attention to major issues; and looking for possible breaks in approach to the problems with which the group is confronted.

Resource Investigator (RI)

⁵ Source Belbin M. R. (1981). Management Teams Why they succeed or fail. Oxford, Butterworth-Heinemann, Page 154

As a team-role, specifies exploring and reporting on ideas, developments and resources outside the group; creating external contacts that may be useful to the team and conducting any subsequent negotiations.

Monitor Evaluator (ME)

As a team-role, specifies analysing problems; and evaluating ideas and suggestions so that the team is better placed to take balanced decisions.

Team Worker (TW)

As a team role; specifies supporting members in their strengths (eg. Building on suggestions); underpinning members in their shortcomings; improving communications between and fostering team spirit generally.

Completer Finisher (CF)

As a team-role, specifies ensuring that the team is protected as far as possible from mistakes of both commission and omission; actively searching for aspects of work which need a more than usual degree of attention; and maintaining a sense of urgency within the team.

Appendix 2

A Self-perception inventory⁶

Directions:

For each section distribute a **total** of ten points among the sentences which you think best describe your behavior. These points may be distributed among several sentences or in extreme cases they might be spread among all the sentences or ten points may be given to a single sentence.

⁶ Source Belbin M. R. (1981). Management Teams Why they succeed or fail. Oxford, Butterworth-Heinemann, Page 147

Section 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 very wide range of people.	
(c)	Producing ideas is one of my natural assets.	
(d)	My ability rests in being able to draw people out 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 am quick to sense what is likely to work in a situation with which I am familiar	
(h)	I can offer a reasoned case for alternative courses of action without introducing bias or prejudice.	
Section 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 have a valid viewpoint that has not been given a proper airing.	
(c)	I have a tendency to talk a lot 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 there is a need to get something done.	
(f)	I find it difficult to lead from the front, perhaps because I am overresponsive to group atmosphere.	
(g)	I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.	
(h)	My colleagues tend to see me as worrying unnecessarily over detail and the possibility that thing may go wrong.	

Section 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 the meeting does not waste time 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 my capacity for cool judgement is appreciated by others.	
(h) I can be relied upon to see that all essential work is organized.	
Section 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 can usually find a line of argument to refute unsound propositions.	
(d) I think I have a talent for making things work once a plan has to be put into operation.	
(e) I have a tendency to avoid the obvious and to come out with the unexpected.	
(f) I bring a touch of perfectionism to any team job I undertake.	
(g) I am ready to make use of contacts outside the group itself.	
(h) While I am interested in all views I have no hesitation in making up my mind once a decision has to be made.	
Section 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 may have something new to offer.	
(f) I can get people to agree on a necessary course of action	
(g) I feel in- my element where I can give a task my full attention.	
(h) I like to find a field that stretches my imagination.	

Section 6: If I am suddenly given difficult tasks 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.	
(b) I would be ready to work with the person who showed the most positive approach, however difficult he might be.	
(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 that 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 in spite of the pressures.	
(g) I would be prepared to take a positive lead if I felt the group was making no progress.	
(h) I would open up discussions with a view to stimulating new thoughts and getting something moving.	
Section 7: With reference to the problems to which I am subject in 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 get bored rather easily and rely on one or two stimulating members to spark me off.	
(e) I find it difficult to get started unless the 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 get my points across when I run up against real opposition	

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

Section		CW		CH		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																

Appendix 3

Type	Symbol	Typical Features	Positive Qualities	Allowable Weaknesses
Company Worker	CW	Conservative, dutiful, predictable.	Organising ability, practical common sense, hard-working, self-discipline.	Lack of flexibility, unresponsiveness to unproven ideas.
Chairman	CH	Calm, self-confident controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives.	No more than ordinary in terms of intellect or creative ability.
Shaper	SH	Highly strung, outgoing dynamic.	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.	Proneness to provocation, irritation and impatience.
Plant	PL	Individualistic, serious minded, unorthodox	Genius, imagination, intellect, knowledge.	Up in the clouds, inclined to disregard practical details or protocol.
Resource Investigator	RI	Extroverted, enthusiastic, curious, communicative.	A capacity for contacting people and exploring anything new. An ability to respond to challenge.	Liable to lose interest once the initial fascination has passed.
Monitor Evaluator	ME	Sober, unemotional, prudent.	Judgement, discretion, hard-headedness.	Lacks inspiration or the ability to motivate others.
Team Worker	TW	Socially orientated, rather mild, sensitive.	An ability to respond to people and to situations, and to promote team spirit.	Indecisiveness at moments of crisis.
Completer Finisher	CF	Painstaking, orderly, conscientious, anxious.	A capacity for follow-through. Perfectionism.	A tendency to worry about small things. A reluctance to "let go".