

## Questionnaire teamwork

Teamwork questionnaire consists of 7 blocks of situation describing participation on teamwork. For each one block you have 10 points, which you assign to individual descriptions. You can give points to one statement, several or all depending on how would you describe your behavior in different teams (work, sport or another), especially since your majority.

### **I. The team I can contribute:**

- a) I think I can see and seize new opportunities quickly.
- b) I can work with different types of people.
- c) Creation of ideas is my second nature.
- d) I can support people who can contribute something valuable.
- e) Ability to execute ideas is part of my personal effectiveness.
- f) In the interest of the final results I am willing to bear the temporary unpopularity.
- g) I usually feel what is real and what may work.
- h) I can offer alternative procedures for consideration, without prejudice and distortion

### **II. If I have some weaknesses as a team member, so they are:**

- a) It is difficult to bear when meetings have not an appropriate structure, control and organization.
- b) I tend to favor people with good ideas who have not getting enough space.
- c) When I get to new ideas, I tend to talk too much.
- d) My inclination to objectivity makes for me difficult immediately and willingly join the arguments of colleagues.
- e) Sometimes they say about me that I am authoritarian / and I push people into work, particularly if something has to be done.
- f) I do not like the leadership position, perhaps because I care too much for the harmony atmosphere of group.
- g) I am often too immersed in my own thoughts and lose picture of what is happening in the team.
- h) Colleagues think about me, that I am unnecessarily concerned with details.

### **III. If I am working with other people on some projects:**

- a) I can influence people without making pressure.
- b) My natural caution and care usually prevents something to be omitted or done incorrectly.
- c) I tend to push others into action to exploit the time and not to lose focus on the main objectives.
- d) They can be assured that I will come up with something original.
- e) I am always ready support good proposal in common interest.
- f) I like search for latest news, ideas and results in the area I am involved.
- g) I believe that my reasoning ability can help make the right choice.
- h) They can count on me to take care of organization of all relevant activities.

### **IV. My approach to teamwork is characterized by:**

- a) I am interested to know my colleagues better.
- b) I do not hesitate to challenge the views of others or to hold the opposite view at first sight inappropriate.
- c) I commonly find enough arguments to refute inappropriate proposals.

- d) I think I have the talent to start the implementation of already approved plan.
- e) I tend to avoid the obvious (routine) and come up with something unexpected.
- f) Whatever I start, I'll give it a hallmark of perfectionism.
- g) I use contacts I have outside of the team.
- h) I am interested in all opinions, but when decision needs to be done, I can decide without hesitation.

**V. Work really satisfying when I can:**

- a) Enjoy an situation analysis and consider all possible options or alternatives,
- b) Find practical solutions of problems,
- c) Facilitate a good working relationship,
- d) Affect the decision,
- e) Meet people who I can offer something new,
- f) Get people to agree with the necessary course of action,
- g) Give full attention to my work,
- h) Do in the area, which stimulates my imagination.

**VI. If I suddenly get a difficult task with unknown time deadline, colleagues and collaborators:**

- a) I would like to retire to a corner to find exit of the dead end before taking the next steps.
- b) I'll be ready to cooperate with that people, who gives me a clear positive relationship.
- c) I will find a way to reduce the scope of tasks by providing how can individuals support me at the best.
- d) My natural sense of order and time will help me ensure compliance with the team schedule.
- e) I believe to preserve peace and calm.
- f) I will keep a clear direction even by different pressures.
- g) If I will feel that the group is not progressing, I will be ready take the lead.
- h) I will open a debate to stimulate new ideas and to induce some progress.

**VII. By problems I encounter by teamwork:**

- a) I am able to show my impatience with people who hinder the process,
- b) They can criticize me that I'm too analytical and less intuitive,
- c) My effort to ensure that the work is done properly, can delay the progress.
- d) I start be "bored" fast enough and rely on one or two inspirational people that they "pick me up".
- e) It is hard for me to start something without clearly defined objectives.
- f) Sometimes I have problems to explain complex ideas that I am thinking on.
- g) I realize that I ask from others things, which I can not do myself.
- h) I hesitate to plant for my own idea, when I stand up against strong opposition.

## **Belbins team roles characteristics**

### **Plant**

Plants are creative, unorthodox and a generator of ideas. If an innovative solution to a problem is needed, a Plant is a good person to ask. A good Plant will be bright and free-thinking. Plants can tend to ignore incidentals and refrain from getting bogged down in detail. The Plant bears a strong resemblance to the popular caricature of the absent-minded professor, and often has a hard time communicating ideas to others. Multiple Plants in a team can lead to conflicts, as many ideas are generated without sufficient discernment or the impetus to follow the ideas through to action.

### **Resource Investigator**

The Resource Investigator gives a team a rush of enthusiasm at the start of the project by vigorously pursuing contacts and opportunities. He or she is focused outside the team, and has a finger firmly on the pulse of the outside world. Where a Plant creates new ideas, a Resource Investigator will quite happily appropriate them from other companies or people. A good Resource Investigator is a maker of possibilities and an excellent networker, but has a tendency to lose momentum towards the end of a project and to forget small details.

### **Co-ordinator**

A Co-ordinator is a likely candidate for the chairperson of a team, since they have a talent for stepping back to see the big picture. Co-ordinators are confident, stable and mature and because they recognise abilities in others, they are very good at delegating tasks to the right person for the job. The Co-ordinator clarifies decisions, helping everyone else focus on their tasks. Coordinators are sometimes perceived to be manipulative, and will tend to delegate all work, leaving nothing but the delegating for them to do.

### **Shaper**

The Shaper is a task-focused individual who pursues objectives with vigor and who is driven by nervous energy and the need to achieve - for the Shaper, winning is the name of the game. The Shaper is committed to achieving ends and will 'shape' others into achieving the aims of the team. He or she will challenge, argue or disagree and will display aggression in the pursuit of goal achievement. Two or three Shapers in a team, according to Belbin, can lead to conflict, aggravation and in-fighting.

### **Monitor Evaluator**

Monitor Evaluators are fair and logical observers and judges of what is going on in the team. Since they are good at detaching themselves from bias, they are often the ones to see all available options with the greatest clarity and impartiality. They take a broad view when problem-solving, and by moving slowly and analytically, will almost always come to the right decision. However, they can become very critical, damping enthusiasm for anything without logical grounds, and they have a hard time inspiring themselves or others to be passionate about their work.

## **Teamworker**

A Teamworker is the oil between the cogs that keeps the machine that is the team running smoothly. They are good listeners and diplomats, talented at smoothing over conflicts and helping parties understand one other without becoming confrontational. Since the role can be a low-profile one, the beneficial effect of a Teamworker can go unnoticed and unappreciated until they are absent, when the team begins to argue, and small but important things cease to happen. Because of an unwillingness to take sides, a Teamworker may not be able to take decisive action when it is needed.

## **Implementer**

The Implementer takes their colleagues' suggestions and ideas and turns them into positive action. They are efficient and self-disciplined, and can always be relied on to deliver on time. They are motivated by their loyalty to the team or company, which means that they will often take on jobs everyone else avoids or dislikes. However, they may be seen as closed-minded and inflexible since they will often have difficulty deviating from their own well-thought-out plans, especially if such a deviation compromises efficiency or threatens well-established practices.

## **Completer Finisher**

The Completer Finisher is a perfectionist and will often go the extra mile to make sure everything is "just right," and the things he or she delivers can be trusted to have been double-checked and then checked again. The Completer Finisher has a strong inward sense of the need for accuracy, and sets his or her own high standards rather than working on the encouragement of others. They may frustrate their teammates by worrying excessively about minor details at the expense of meeting deadlines, and by refusing to delegate tasks that they do not trust anyone else to perform.

## **Specialist**

Specialists are passionate about learning in their own particular field. As a result, they are likely to be a fountain of knowledge and will enjoy imparting this knowledge to others. They also strive to improve and build upon their expertise. If there is anything they do not know the answer to, they will happily go and find out. Specialists bring a high level of concentration, ability, and skill in their discipline to the team, but can only contribute on that specialism and will tend to be uninterested in anything which lies outside its narrow confines.

The Belbin Team Inventory was revised to include the Specialist role, since the role was not revealed in the original research, owing to the fact that no specialised knowledge was required for the simulation exercise.

## Answer form

**Table 1: Points evaluation**

Assigned points	Question						
	I	II	III	IV	V	VI	VII
a)							
b)							
c)							
d)							
e)							
f)							
g)							
h)							

**Table 2: Elaboration**

Question		IM		CO		SH		PL		RI		ME		TW		CF
<b>I.</b>	G		D		F		C		A		H		B		E	
<b>II.</b>	A		B		E		G		C		D		F		H	
<b>III.</b>	H		A		C		D		F		G		E		B	
<b>IV.</b>	D		H		B		E		G		C		A		F	
<b>V.</b>	B		F		D		H		E		A		C		G	
<b>VI.</b>	F		C		G		A		H		E		B		D	
<b>VII.</b>	E		G		A		F		D		B		H		C	
<b>Spolu</b>	<b>X</b>															
	<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>		<b>X</b>	

**Team roles**

<b>IM</b>	Implementer	<b>CO</b>	Co-ordinator
<b>SH</b>	Shaper	<b>PL</b>	Plant
<b>RI</b>	Resource investigator	<b>ME</b>	Monitor evaluator
<b>TW</b>	Teamworker	<b>CF</b>	Completer finisher

**Team role of your team**

Name of group member	First priority role	Second priority role	Inappropriate position

1. The highest score represents a team role, where your team can most benefit from.
2. The second highest score indicates the team roles that can perform well.
3. The lowest scores are group roles which are inappropriate for you and are also your weaknesses. More effective than strengthen your competences in this role is to find people who can represent this team role. The optimal team includes representatives of all these roles.