**TEAM ROLES:PERSONAL INVENTORY**

Please score each of the following statements.

Give: 2 points if it is often or always true of you.

 1 point if it is sometimes true of you.

 0 points if it is seldom or never true of you.

1. I produce original suggestions. \_\_\_\_

2. I pick up slips and omissions that others fail to notice. \_\_\_\_

3. I have an aptitude for organising people. \_\_\_\_

4. I explore ideas that may have a wider application than in the immediate task. \_\_\_\_

5. My considered judgement may take time but it is usually near the mark. \_\_\_\_

6. I like to have a strong influence on group decisions. \_\_\_\_

7. I can be relied upon to see a job through. \_\_\_\_

8. I can work with people who vary widely in their personal qualities and outlooks. \_\_\_\_

9. I often find my imagination frustrated by working in a group. \_\_\_\_

10. I can work with all sorts of people provided they have got something worthwhile

 to contribute. \_\_\_\_

11. A broad range of personal contacts is important to my style of working. \_\_\_\_

12. My feelings seldom interfere with my judgement. \_\_\_\_

13. I try to make my mark in group meetings. \_\_\_\_

14. I strive in the face of difficulties to do the job properly and meet targets. \_\_\_\_

15. I have an eye for detail. \_\_\_\_

16. I am concerned to help colleagues with their problems. \_\_\_\_

17. I analyse other people's ideas critically, for both merits and failings. \_\_\_\_

18. I often produce a new approach to a long continuing problem. \_\_\_\_

19. I can co-ordinate and use productively other people's abilities and talents. \_\_\_\_

20. I am concerned to finish and perfect all I start. \_\_\_\_

21. I particularly enjoy exploring ideas and techniques that are new to me. \_\_\_\_

22. I find it hard to give my best in a job where the goals are not clearly defined. \_\_\_\_

23. I have a quiet interest in getting to know people better. \_\_\_\_

24. I feel that it is sometimes worth incurring some temporary unpopularity if one

 is to succeed in getting one's views across in a group. \_\_\_\_

25. I have a creative approach to problem solving. \_\_\_\_

26. I am more interested in practicalities than in new ideas. \_\_\_\_

27. I find my personal skills particularly appropriate in achieving a group agreement. \_\_\_\_

28. I can usually find the argument to refute unsound propositions. \_\_\_\_

29. I usually know the person whose specialist knowledge is particularly apt. \_\_\_\_

30. I am more a responder than an initiator. \_\_\_\_

31. I feel in my element where work requires a high degree of concentration

 and attention. \_\_\_\_

32. I am not reluctant to emphasise my own point of view in group meetings. \_\_\_\_

33. I get on well with others and work hard for the team. \_\_\_\_

34. I take an independent and innovative look at most situations. \_\_\_\_

35. I maintain a steady, systematic approach whatever the pressure. \_\_\_\_

36. I have a fairly assertive character, but I am responsive to the needs of others. \_\_\_\_

37. I am happy to take the lead when action is required. \_\_\_\_

38. I am keen to find out latest ideas and developments. \_\_\_\_

39. I like to weigh up and evaluate a range of suggestions thoroughly before

 choosing. \_\_\_\_

40. Being busy gives me real satisfaction. \_\_\_\_

41. I can see how ideas and techniques can be used in new relationships

 and situations. \_\_\_\_

42. I react strongly when meetings look like losing track of the main objectives. \_\_\_\_

43. I enjoy reconciling different points of view. \_\_\_\_

44. I am always ready to support good suggestions or projects. \_\_\_\_

45. I seem to develop a natural sense of urgency in any work I undertake. \_\_\_\_

46. I make a point of following up interesting ideas and / or people. \_\_\_\_

47. I prefer to approach problems in a carefully analytical way. \_\_\_\_

48. I think I have a talent for sorting out the concrete steps that need to be taken,

 given a broad brief. \_\_\_\_

49. I think I can sell an idea that interests me. \_\_\_\_

50. I tend to see patterns where others would tend to see items as unconnected. \_\_\_\_

51. I am ready to make my personal views known in a forceful way if necessary. \_\_\_\_

52. I see both sides of a problem and take a decision acceptable to all. \_\_\_\_

53. I keep an eye open for areas where help may be required. \_\_\_\_

54. I like to make a critical discrimination between alternatives. \_\_\_\_

55. I work best when tasks and goals are both clearly defined. \_\_\_\_

56. I keep a watching eye on areas where difficulties may arise. \_\_\_\_

**INTERPRETATION OF EXERCISE**

 **TOTAL**

Add your scores for questions:

1, 9, 18, 25, 34, 41 & 50. \_\_\_\_\_ PLANT

Add your scores for questions:

3, 10, 19, 27, 36, 43 & 52. \_\_\_\_\_ CHAIRMAN

Add your scores for questions:

5, 12, 17, 28, 39, 47 & 54. \_\_\_\_\_ MONITOR-EVALUATOR

Add your scores for questions:

7, 14, 22, 26, 35, 48 & 55. \_\_\_\_\_ COMPANY-WORKER

Add your scores for questions:

8, 16, 23, 30, 33, 44 & 53. \_\_\_\_\_ TEAM WORKER

Add your scores for questions:

6, 13, 24, 32, 37, 42 & 51. \_\_\_\_\_ SHAPER

Add your scores for questions:

4, 11, 21, 29, 38, 46 & 49. \_\_\_\_\_ RESOURCE INVESTIGATOR

Add your scores for questions:

2, 15, 20, 31, 40, 45 & 56. \_\_\_\_\_ COMPLETER-FINISHER



**USEFUL PEOPLE TO HAVE IN TEAMS**

|  |  |  |  |
| --- | --- | --- | --- |
| **STYLE** | **TYPICAL** **FEATURES** | **POSITIVE CHARACTERISTICS** | **PERMISSIBLE WEAKNESSES** |
| **Plant** | Individualistic, unorthodox, creative, serious-minded. | Flair, imagination, intellect, knowledge. | Up in the clouds, disregards practicalities and protocol. |
|  |  |  |  |
| **Chair Person** | Calm, self assured, controlled. | Treats, welcomes and respects all potential contributors on their merits without prejudice. Clear sense of objectives  | No more than average in creative ability or intellect. |
|  |  |  |  |
| **Monitor- Evaluator** | Sober, unemotional, cautious, prudent. | Judgement, discretion hard-headedness, objective. | Lacks inspiration, low people skills, not a motivator. |
|  |  |  |  |
| **Company- Worker** | Conservative, predictable, dutiful. | Organising ability, practical common sense, hard working, self-disciplined. | Inflexible, dislike of unproven ideas. |
|  |  |  |  |
| **Team Worker** | Socially orientated, mild sensitive. | Responds to people and situations, promotes team spirit. | Indecisive in times of crisis. |
|  |  |  |  |
| **Shaper** | Highly strung, outgoing, dynamic. | Challenges inertia, ineffectiveness, complacency, self-deception. Lots of drive. | Proneness to provocation, irritation impatience. |
|  |  |  |  |
| **Resource-Investigator** | Extroverted, enthusiastic, curious, communicative. | Capacity to contact people, explores anything new. Responds to challenge. | Liable to lose interest once the initial fascination has passed. |
|  |  |  |  |
| **Completer- Finisher** | Painstakingly orderly, conscientious, anxious. | A capacity for follow through. Perfectionism. | Tendency to worry about small things. Finds it hard to let go. |

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