

Capacity Inc.
Performance Capacity Development Inc.
and
Deltahedge Capital Communications

<h2 style="margin: 0;">THE BELBIN SELF-PERCEPTION INVENTORY</h2>
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DIRECTIONS

In each section please distribute 10 points among the statements which you think most accurately describe your behavior. First identify the statements in a section that apply to you and then distribute the points among them so that statements which are more descriptive of your behavior get more points. The 10 points may therefore be distributed among several sentences. In EXTREME cases you may even allocate all 10 points to a single sentence, or 1 point to each of the 10 sentences.

Please fill your scores in to the separate Excel answer sheet provided and **check again that the points in each column add up to ten.**

SECTION I: WHAT I BELIEVE I CAN CONTRIBUTE TO A TEAM:
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ITEM NO

- 1.0 I think I can quickly see and take advantage of new opportunities.
- 1.1 My comments on both general and specific points are well received.
- 1.2 I can work well with a very wide range of people.
- 1.3 Producing ideas is one of my natural assets.
- 1.4 My ability rests in being able to draw people out whenever I detect they have something of value to contribute to group objectives.
- 1.5 I can be relied upon to finish any task I undertake.
- 1.6 My technical knowledge and experience is usually my major asset.
- 1.7 I am prepared to be blunt and outspoken in the cause of making the right things happen.
- 1.8 I can usually tell whether a plan or idea will fit a particular situation.
- 1.9 I can offer a reasoned and unbiased case for alternative courses of action.

SECTION II: IF I HAVE A POSSIBLE SHORTCOMING IN TEAM WORK, IT COULD BE THAT:

ITEM NO

- 2.0 I am not at ease unless meetings are well structured and controlled and generally well conducted.
- 2.1 I am inclined to be too generous towards others who have a valid viewpoint that has not been given a proper airing.
- 2.2 I am reluctant to contribute unless the subject deals with an area I know well.
- 2.3 I have a tendency to talk a lot once the group gets on to a new topic.
- 2.4 I am inclined to undervalue the importance of my own contributions.
- 2.5 My objective outlook makes it difficult for me to join in readily and enthusiastically with colleagues.
- 2.6 I am sometimes seen as forceful and authoritarian when dealing with important issues.
- 2.7 I find it difficult to lead from the front, perhaps because I am over-responsive to group atmosphere.
- 2.8 I am apt to get too caught up in ideas that occur to me and so lose track of what is happening.
- 2.9 I am reluctant to express my opinions on proposals or plans that are incomplete or insufficiently detailed.

SECTION III: WHEN INVOLVED IN A PROJECT WITH OTHER PEOPLE:

ITEM NO

- 3.0 I have an aptitude for influencing people without pressuring them.
- 3.1 I am generally effective in preventing careless mistakes or omissions from spoiling the success of an operation.
- 3.2 I like to press for action to make sure that the meeting does not waste time or lose sight of the main objective.
- 3.3 I can be counted on to contribute something original.
- 3.4 I am always ready to back a good suggestion in the common interest.
- 3.5 One can be sure I will just be my natural self.
- 3.6 I am quick to see the possibilities in new ideas and developments.
- 3.7 I try to maintain my sense of professionalism.
- 3.8 I believe my capacity for judgment can help to bring about the right decisions.
- 3.9 I can be relied on to bring an organized approach to the demands of the job.

SECTION IV: MY CHARACTERISTIC APPROACH TO GROUP WORK IS THAT:

ITEM NO

- 4.0 I maintain a quiet interest in getting to know colleagues better.
- 4.1 I contribute where I know what I am talking about.
- 4.2 I am not reluctant to challenge the view of others or to hold a minority view myself.
- 4.3 I can usually find a line of argument to refute unsound propositions.
- 4.4 I think I have a talent for making things work once a plan has to be put into operation.
- 4.5 I prefer to avoid the obvious and to open up lines that have not been explored.
- 4.6 I bring a touch of perfectionism to any job I undertake.
- 4.7 I like to be the one to make contacts outside the group or the firm.
- 4.8 I enjoy the social side of working relationships.
- 4.9 While I am interested in hearing all views I have no hesitation in making up my mind once a decision has to be made.

SECTION V: I GAIN SATISFACTION IN A JOB BECAUSE:

ITEM NO

- 5.0 I enjoy analyzing situations and weighing up all the possible choices.
- 5.1 I am interested in finding practical solutions to problems.
- 5.2 I like to feel I am fostering good working relationships.
- 5.3 I can have a strong influence on decisions.
- 5.4 I have a chance of meeting new people with different ideas.
- 5.5 I can get people to agree on priorities and objectives.
- 5.6 I feel in my element where I can give a task my full attention.
- 5.7 I can find an opportunity to stretch my imagination.
- 5.8 I feel that I am using my special qualifications and training to advantage.
- 5.9 I usually find a job gives me the chance to express myself.

**SECTION VI: IF I AM SUDDENLY GIVEN A DIFFICULT TASK WITH LIMITED TIME
AND UNFAMILIAR PEOPLE:**

ITEM NO

- 6.0 I usually succeed in spite of the circumstances.
- 6.1 I like to read up as much as I conveniently can on the subject.
- 6.2 I would feel like devising a solution of my own and then trying to sell it to the group.
- 6.3 I would be ready to work with the person who showed the most positive approach.
- 6.4 I would find some way of reducing the size of the task by establishing how different individuals can best contribute.
- 6.5 My natural sense of urgency would help to ensure that we did not fall behind schedule.
- 6.6 I believe I would keep cool and maintain my capacity to think straight.
- 6.7 In spite of conflicting pressures I would press ahead with whatever needed to be done.
- 6.8 I would take the lead if the group was making no progress.
- 6.9 I would open discussions with a view to stimulating new thoughts and getting something moving.

**SECTION VII: WITH REFERENCE TO THE PROBLEMS I EXPERIENCE WHEN
WORKING IN GROUPS**

ITEM NO

- 7.0 I am apt to over-react when people hold up progress.
- 7.1 Some people criticize me for being too analytical.
- 7.2 My desire to check that we get the important details right are not always welcome.
- 7.3 I tend to show boredom unless I am actively engaged with stimulating people.
- 7.4 I find it difficult to get started unless the goals are clear.
- 7.5 I am sometimes poor at putting across complex points that occur to me.
- 7.6 I am conscious of demanding from others the things I cannot do myself.
- 7.7 I find others do not give me enough opportunity to say all I want to say.
- 7.8 I am inclined to feel I am wasting my time and would do better on my own.
- 7.9 I hesitate to express my personal views in front of difficult or powerful people.