

What's your team role?

Rate each statement for how you usually are at work, not how you would like to be. Circle one number: 1 is "not like me", 5 is "very like me". About five minutes.

	1 Not like me	3 Somewhat like me	5 Very like me		
1 When a problem looks stuck, I am usually the one who suggests coming at it from a different angle.	1	2	3	4	5
2 I will say so plainly when I think the team is avoiding a hard question.	1	2	3	4	5
3 I notice when someone on the team is frustrated or left out, often before they say so.	1	2	3	4	5
4 Before I back a plan, I want to see what could go wrong with it.	1	2	3	4	5
5 Once something is agreed, I like to turn it into steps, owners and dates.	1	2	3	4	5
6 I usually know someone outside the team who could help with what we are working on.	1	2	3	4	5
7 There is a subject at work where people come to me for the definitive answer.	1	2	3	4	5
8 I check work for small errors before it goes out, even when nobody asked me to.	1	2	3	4	5
9 In a meeting, I notice who has not spoken yet and bring them in.	1	2	3	4	5
10 When the team is excited about a plan, I tend to go along with it and sort out the problems later.	1	2	3	4	5
11 People rely on me to do what I said I would, in the way we agreed.	1	2	3	4	5
12 I enjoy finding out how other teams or companies have tackled the same problem.	1	2	3	4	5
13 I keep building my knowledge in my area even when nobody asks me to.	1	2	3	4	5
14 I notice the missing detail that others have skimmed past.	1	2	3	4	5
15 In meetings I concentrate on my own part and leave it to others to keep the discussion on track.	1	2	3	4	5
16 I would rather sketch three rough possibilities than perfect one.	1	2	3	4	5
17 Pressure and deadlines tend to sharpen me rather than drain me.	1	2	3	4	5
18 When colleagues fall out, I stay out of it and get on with my own work.	1	2	3	4	5
19 I am most useful to a team when the problem falls inside my own field.	1	2	3	4	5
20 Once the main part of a job is done, I am ready to move on and leave the finishing touches to others.	1	2	3	4	5
21 I find it natural to match a piece of work to the person best placed to do it.	1	2	3	4	5
22 Once the team has an answer that works, I am glad to stop looking for other options.	1	2	3	4	5
23 I would rather move and correct course than wait for certainty.	1	2	3	4	5
24 I will adjust how I work to make things easier for the people around me.	1	2	3	4	5
25 I am often the person who spots the flaw in an idea everyone else likes.	1	2	3	4	5
26 I get satisfaction from a process that runs smoothly because I set it up.	1	2	3	4	5
27 I put off contacting people I do not know, even when they could help.	1	2	3	4	5
28 People come to me when they need a fresh idea more than a finished plan.	1	2	3	4	5
29 When a discussion drags on, I tend to wait for someone else to call for a decision.	1	2	3	4	5
30 A good atmosphere in the team matters to me as much as the result.	1	2	3	4	5
31 I prefer to compare the options side by side before I commit to one.	1	2	3	4	5
32 I would rather work things out as I go than follow a set plan.	1	2	3	4	5
33 I bring back tools, contacts or examples from outside that the team ends up using.	1	2	3	4	5
34 I am content to know enough about a subject to get by, and leave the depth to others.	1	2	3	4	5
35 I keep an eye on the deadline from the first day, not the last week.	1	2	3	4	5
36 I am comfortable summing up where a discussion has got to and what is still undecided.	1	2	3	4	5

Add up your nine roles

For each role, copy the number you circled for the four statements listed, then add them. One statement in each role is starred: it is worded in reverse, so write 6 minus the number you circled (a 5 becomes 1, a 4 becomes 2, a 3 stays 3). Every role runs from 4 to 20. Your highest total is your first team role and the next is your second; the lowest is the contribution that costs you the most effort.

HEAD · IDEAS, JUDGEMENT AND DEPTH

Spark

$$Q1 \text{ ______ } + Q16 \text{ ______ } + Q22^* \text{ ______ } + Q28 \text{ ______ } = \boxed{\text{______}}$$

New angles and first ideas when the obvious answer is not good enough.

Analyst

$$Q4 \text{ ______ } + Q10^* \text{ ______ } + Q25 \text{ ______ } + Q31 \text{ ______ } = \boxed{\text{______}}$$

A cool second look: the flaw in the plan, found before it is expensive.

Expert

$$Q7 \text{ ______ } + Q13 \text{ ______ } + Q19 \text{ ______ } + Q34^* \text{ ______ } = \boxed{\text{______}}$$

Depth in one field, kept current, available when the problem demands it.

HEART · PEOPLE INSIDE AND OUTSIDE THE TEAM

Scout

$$Q6 \text{ ______ } + Q12 \text{ ______ } + Q27^* \text{ ______ } + Q33 \text{ ______ } = \boxed{\text{______}}$$

Contacts, examples and tools from outside the team's own walls.

Conductor

$$Q9 \text{ ______ } + Q15^* \text{ ______ } + Q21 \text{ ______ } + Q36 \text{ ______ } = \boxed{\text{______}}$$

Shared direction: who is doing what, and what the group is trying to decide.

Harmoniser

$$Q3 \text{ ______ } + Q18^* \text{ ______ } + Q24 \text{ ______ } + Q30 \text{ ______ } = \boxed{\text{______}}$$

Attention to how people are doing, and repair when two of them collide.

HANDS · PACE, STRUCTURE AND COMPLETION

Driver

$$Q2 \text{ ______ } + Q17 \text{ ______ } + Q23 \text{ ______ } + Q29^* \text{ ______ } = \boxed{\text{______}}$$

Momentum: the push for a decision when the group would rather keep talking.

Builder

$$Q5 \text{ ______ } + Q11 \text{ ______ } + Q26 \text{ ______ } + Q32^* \text{ ______ } = \boxed{\text{______}}$$

Plans turned into steps, owners and dates that actually hold.

Finisher

$$Q8 \text{ ______ } + Q14 \text{ ______ } + Q20^* \text{ ______ } + Q35 \text{ ______ } = \boxed{\text{______}}$$

The last ten percent: the detail checked, the loose end tied, the date met.

* Starred statement: write 6 minus the number you circled. The online version gives a full written report for your first and second role.

This is an original SeeMyPersonality quiz for team conversations. It is not a validated psychometric instrument, it is not the Belbin Team Roles assessment, and it should not be used for hiring or appraisal. Online version with automatic scoring: seemypersonality.com/team-roles-test

WITH YOUR TEAM

Team role map

Write each person's name beside their first role and their second role. A role with no names is open: agree who covers it on the next piece of work. A role with three or more names is crowded: ask who would rather hand it over.

ROLE	FIRST ROLE FOR	SECOND ROLE FOR	IF OPEN, WHO COVERS IT?
Spark			
Analyst			
Expert			
Scout			
Conductor			
Harmoniser			
Driver			
Builder			
Finisher			

Three questions for the session

1. Which open role has already cost us something, and who will cover it next time?
2. Where are several of us reaching for the same role, and who would rather hand it over?
3. Which role does each of us hold that we would be glad to share?

Free to print and use with your team. seemypersonality.com/team-roles-test