

**SELF PERCEPTION INVENTORY ANALYSIS SHEET**

NAME: \_\_\_\_\_

Section	CW	CF	SH	PL	ME	CH	RI	TW
1	g	e	f	c	h	d	a	b
2	a	h	e	g	d	b	c	f
3	h	b	c	d	g	a	f	e
4	d	f	b	e	c	h	g	a
5	b	g	d	h	a	f	e	c
6	f	d	g	a	e	c	h	b
7	e	c	a	f	b	g	d	h
Total								

Table of Norms for SPI (Sample size = 78)

The following norms are based on a cross-section of managers from various functions and industries. They are important in interpreting the outcomes of the questionnaire. This is because some responses tend to be more popular than others, which means that a particular score might be high for one role and only average for another. The raw score on its own should not be taken as a definition of a role.

	Low 0 - 33 %	Average 33 - 66 %	High 66 - 85 %	Very High 85 - 100 %	Average Score
CW	0 - 6	7 - 11	12 - 16	17 - 23	10.0
CF	0 - 3	4 - 6	7 - 9	10 - 17	5.5
SH	0 - 8	9 - 13	14 - 17	18 - 36	11.6
PL	0 - 4	5 - 8	9 - 12	13 - 29	7.3
ME	0 - 5	6 - 9	10 - 12	13 - 19	8.2
CH	0 - 6	7 - 10	11 - 13	14 - 18	8.8
RI	0 - 6	7 - 9	10 - 11	12 - 21	7.8
TW <sup>***</sup>	0 - 8	9 - 12	13 - 16	17 - 25	10.9

**TEAM ROLES (Based on the work of Meredith Belbin)**

TEAM ROLE	PURPOSE	TYPICAL FEATURES	STRENGTHS & BEHAVIOURS	COMMON DRAWBACKS
<b>Implementer (CW)</b>	To turn concepts & plans into practical working procedures To carry out agreed plans systematically & efficiently	Conservative, stable, predictable	Makes things happen within the rules & constraints Organising ability Is realistic - has practical common sense Hard-working, self disciplined Does what needs doing, even if it is unpleasant	Can lack flexibility with tendency to get stuck in a rut Unhappy & unproductive where procedures & objectives cannot be spelt out clearly unresponsive to unproven new ideas
<b>Completer/ Finisher (CF)</b>	To ensure things are not omitted To maintain awareness of time schedules	Painstaking, orderly, conscientious, anxious.	Looks for and spots errors Works with great self-discipline Seeks perfection Gives attention to detail A capacity for follow-through	A tendency to worry about small things A reluctance to "let go" Can irritate people Can lower morale
<b>Shaper (SH)</b>	To get things moving	Highly strung, outgoing, dynamic.	Strong drive towards objectives Sees quickly what needs doing, & makes things happen Will challenge inertia, ineffectiveness & complacency Acts decisively	Needs to be in charge Competitive, intolerant & compulsive Tends to be critical, irritable & impatient when people disagree
<b>Plant (PL)</b>	To challenge established practice & introduce new ways of looking at things	Individualistic, serious-minded, unorthodox.	Generates lots of ideas & offers new insights Has an independent outlook Sees things from a fresh point of view Very imaginative	Tends to be impractical & resistant to persuasion Inclined to disregard practical details & protocols More interested in ideas than in people Sensitive to criticism

TEAM ROLE	PURPOSE	TYPICAL FEATURES	STRENGTHS & BEHAVIOURS	COMMON DRAWBACKS
<b>Monitor-Evaluator (ME)</b>	To analyse problems To evaluate ideas and possible solutions to ensure that decisions are soundly based	Serious, unemotional, prudent.	Thinks critically & picks out the possible drawbacks in plans & ideas Sees the implications of a course of action Will stop the team from taking unwise decisions Interprets & clarifies complex material maintains objectivity; will be unswayed by the enthusiasm of others	Can be overly critical & negative Lacks people-related skills May stifle contributions from others Lacks inspiration or the ability to motivate others Thinks he/she is always right
<b>Co-ordinator (CH)</b>	To control & co-ordinate resources within a team	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits Balances team's strengths & weaknesses Co-ordinates efforts to establish rules, responsibilities & work boundaries A strong sense of objectives Doesn't over-react to pressure	Tends to lack creativity
<b>Resource Investigator (RI)</b>	To keep up to date with what goes on outside the team To create external contacts	Extroverted enthusiastic curious.	Sees the possibilities inherent in anything new Uses initiative Good at negotiation A capacity for contacting people and exploring anything new Able to respond to challenges	Over-enthusiastic Liable to lose interest once the initial fascination has passed Lacks follow-through
<b>Team Worker (TW)</b>	To build on people's contributions To facilitate communication & maintain good working atmosphere	Socially oriented, rather mild, sensitive.	A good listener Is perceptive of feelings, needs & concerns of people in a team Able to respond to people & to situations Helps to promote strengths & underpins weaknesses in a team Promotes team spirit	May be indecisive in moments of crisis.