

Busynurse Team Roles Test
29 questions, 10-15 min

How do you behave, contribute and interrelate with others when part of a team? We all have natural tendencies in our workplace. Determining your team role can help you in your career planning and personal development decisions. You can use this information to find the environment you need to thrive and work out how best to work with colleagues. If all of your team take the test, it also enables you to work out your whole team's strengths and weaknesses and can be invaluable in team development activities.

Most people can and do assume several team roles. However, there are often one or two team roles that come to us more naturally. To determine your team roles, read the following questions and answer as you would, should you find yourself in such situations.

Busynurse Team Roles Test

Part One – tick the answer closest to you

1. I tend to produce lots of new and original ideas.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

2. I like to evaluate all the options and enjoy establishing priorities.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

3. I make sure that decisions are made and that the ideas are put into practice.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

4. I enjoy bringing in new ideas from outside the team and from other people.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

5. I like to make sure that everyone is contributing to the discussions and that no-one is being ignored.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

6. I think it is better to take some time to make sure that the information is accurate and the decision is correct.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

7. I like to make sure the plan will work and often foresee potential problems.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

8. I like to check the detail and make sure that we haven't missed anything.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

9. I don't mind challenging the "status quo" and trying out new and novel approaches.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

10. I enjoy looking for new opportunities and testing how a new idea or service might work.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

11. I am comfortable telling members of a team what needs to be done and who is best equipped to do it.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

12. When my team has a problem, I tend to think of the people I can call upon to shed some light onto it.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

13. It is very important to me that team members feel they are a valuable part of the group and I try to make sure that this is their experience.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

14. I find it easy to present ideas and explain things in a way people can understand.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

15. I question every idea, decision, and argument before agreeing to anything.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

16. I need to have the final review of the project before it is handed over as complete.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

17. I find it very easy to come up with new and innovative ideas.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

18. I enjoy organizing new activities and bringing the team together.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

19. I get irritated by delays before starting a group project and want to get going immediately.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

20. I find it easy to see “the big picture” and get other people enthusiastic about it

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

21. When in a group, I can sense a conflict developing and I take it upon myself to keep it from escalating.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

22. I don't like taking a lead role in a team but I enjoy supporting and helping the other team members.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

23. I don't tend to contribute many new ideas to the team but I am very good at evaluating other people's ideas.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

24. I take a real pride in a job well done.

- Completely true
- Mostly true
- Somewhat true/somewhat false
- Mostly false
- Completely false

Part Two – tick all that apply

25. As my team navigates through disagreement, I... (choose all that apply)

- a) consider the issues and suggest ideas, often out-of-the-box, that may steer us in the right direction.
- b) try to keep the team focused on our goal as members are heard and decisions are made.
- c) try to get members to make decisions rapidly so as to move on and complete the task at hand.
- d) seek outside advice if I see that it would benefit the team.
- e) try to keep everyone motivated and positive.
- f) listen to everyone's point of view and try to help settle the problem.
- g) wonder about the underlying reasons for the disagreement and suggested solutions/decisions.
- h) take steps to ensure that no-one rushes the decision and jeopardizes the quality of our work.

26. When I am selected to be part of a group, the reason is that... (choose all that apply)

- a) I am an excellent and uninhibited brainstormer -helping members conjure up just about anything!
- b) I am extremely well organized and enjoy coordinating.
- c) I focus on the outcome of our task and stop at nothing before it is done.
- d) I am a great resource person -I have a lot of useful contacts.
- e) I have a knack for encouraging people and keeping up the team spirit.
- f) I like to question everything and I am not easily influenced by the opinions of others.
- g) I like to analyze and I propose good, solid, down-to-earth ideas.
- h) I am a low maintenance worker; I do my job without needing constant praise and direction.

27. I contribute to my team by ... (choose all that apply)

- a) letting my imagination run wild.
- b) keeping informed on the progress of the group.
- c) putting my nose to the grindstone and getting things going.
- d) finding outside resources to help the group.

- e) maintaining harmony and diffusing conflict.
- f) doing my job and helping others in the group with their tasks.
- g) asking the hard questions and remaining objective.
- h) finding concrete solutions.

28. When a new idea is proposed in the middle of a project, how do you react? (choose all that apply)

- a) The new idea is likely to open the floodgates to new thoughts on how to improve the outcome of the project.
- b) I think of realistic ways we can go about implementing the new idea - how it will fit in with what's already been done, what the altered outcome will be etc.
- c) I feel uncomfortable; I don't like changing the path to our goal in the middle of the process.
- d) I start thinking of the people and places I can go to for help should we decide to implement the new idea.
- e) I take it upon myself to make sure no conflicts arise.
- f) I am enthusiastic and try to get everyone else motivated by the idea.
- g) I take careful notes and pay attention to how the idea may affect our scheduling.
- h) I am fine with it as long as it does not endanger the quality of our work.

29. When in a group meeting what is your typical contribution? (choose all that apply)

- a) I play the role of devil's advocate.
- b) I take notes, keep time, and make sure the focus of the meeting is maintained.
- c) I propose ways in which we can start working sooner and with less wasted time.
- d) I share knowledge and information I've gained from my outside contacts.
- e) I make sure all the members of the team are heard and that no one is left out of the discussions.
- f) I try to keep discussions positive and spirited.
- g) I ensure that we have scheduled enough time to complete our project and arrange the plan for testing/quality assurance.
- h) I provide realistic solutions to problems and issues that arise during the meeting.

SCORING

For part one, score your answers as follows:

- Completely true – 5 points
- Mostly true – 4 points
- Somewhat true/somewhat false – 3 points
- Mostly false – 2 points
- Completely false – 1 point

For part two, score each tick as 5 points.

Then write your score inside each of the boxes and add them up at the bottom.

INN	COO	DRI	NET	SUPP	QUE	ANA	FIN
Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8
Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16
Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24
Q25a	Q25b	Q25c	Q25d	Q25e	Q25f	Q25g	Q25h
Q26a	Q26b	Q26c	Q26d	Q26e	Q26f	Q26g	Q26h
Q27a	Q27b	Q27c	Q27d	Q27e	Q27f	Q27g	Q27h
Q28a	Q28b	Q28c	Q28d	Q28e	Q28f	Q28g	Q28h
Q29a	Q29b	Q29c	Q29d	Q29e	Q29f	Q29g	Q29h
TOTAL							

Your scores show your role preference against each of the following roles:

- Innovator (INN)
- Co-ordinator (COO)
- Driver (DRI)
- Networker (NET)
- Supporter (SUP)
- Questioner (QUE)
- Analyst (ANA)
- Finisher (FIN)

Your two highest scores are your top preferences and these are explained on the next few pages in detail.

About Team Roles

The role we take on when part of a team has been defined by Dr. Meredith Belbin as "Our tendency to behave, contribute and interrelate with others in a particular way." We all have natural tendencies in workplace activities. Determining your team role preferences can help you in your career planning and personal development decisions

The team roles specified for you will reflect the behaviours and attitudes that you tend to adopt within a work team. However, it is important to keep in mind that your behaviour in a team is not determined solely by your preferences - there are other factors at play. These include:

- * The role you are expected to play by your boss/employer
- * The demands of the job
- * The roles played by other team members, and a need to compensate for what the team lacks
- * Your training or education
- * The work environment

Most people can and do assume each team role, to some degree. However, there are a few team roles that come to us more naturally. No matter what roles you tend to fill, each role is important and has its own strengths and weaknesses. The following describes the team role characteristics in more depth.

Innovator

The Innovator is often the team's main source of new and original ideas. Although other team members may also have ideas, the Innovator is likely to have the most original and radical. They tend to be both intelligent and imaginative and will be the source of new approaches to problems that the team has failed to overcome. Innovators are people who have a number of ideas which may well challenge and upset the existing way of doing things. They can be very independent and wish to experiment with ideas regardless of the present systems and methods. They need to be given the freedom to work in this way until their new approaches have been proven. Many organizations therefore set up research and developments units which allow people who have the ideas to bring these to fruition. However, every team must have people to develop their ideas and they should be given an opportunity to talk through their views, even though it may seem at the time to be disturbing the existing way of operating.

The characteristics of an Innovator tend to be:

- Likes independence to think and innovate
- Not afraid to challenge norms
- Good at starting new things
- Imaginative

- Future-oriented
- Enjoys complexity
- Creative
- Likes research work

This is similar to Belbin's Plant and MTR-I's Innovator.

Co-ordinator

The Co-ordinator often takes the role of chair within the team, although this may not be recognised officially. They like to preside over the team and coordinate its efforts to meet external targets. They may set the agenda for the team, select the problems for consideration and establish priorities. Co-ordinators like to have new ideas with which to experiment. They have a strong analytical approach and will enjoy developing new ideas, looking for new opportunities and testing to see how a new service may work. They often make excellent development managers, or people concerned with assessing new ventures. In a team role they are at their best when given several different possibilities to analyze and develop before a decision is made. They like organizing new activities and respond well to such challenges. Once they have shown how to implement an idea or a scheme, they often have little interest in the detailed implementation.

The characteristics of a Co-ordinator tend to be:

- Likes experimenting with new ideas
- Good at evaluating different options
- Good at organising new activities
- Analytical and objective
- Developer of ideas
- Enjoys prototype or project work
- Experimenter

This is similar to Belbin's Co-ordinator and MTR-I's Co-ordinator.

Driver

The Driver is often the one who takes charge of specific projects and tasks in the group. Their function is to give shape to the team's efforts and to bring together the contributions of different team members. Drivers often make things happen and they are concerned with producing action out of ideas and discussions. They enjoy organizing and will always push forward to make sure decisions are made and results are achieved. Other team members may have the ideas but it is typically the Driver who pushes for action to get ideas into practice. They are sometimes prone to impatience and may well rush into action without enough information. Nevertheless, if you want something to happen, give it to a Driver. For them action is the name of the game, even if it does mean upsetting others and challenging rules.

The characteristics of a Driver tend to be:

- Likes ‘making things happen’
- Ready to add energy and turn an idea into action
- May be impatient
- Organizes and implements
- Quick to decide
- Results-oriented
- Sets up systems
- Analytical.

This is similar to Belbin’s Shaper and MTR-I’s Sculptor.

Networker

The Networker is the main link between the team and the outside world. They often liaise between the team and other teams and the outside world. Networkers are usually excellent at taking up an idea and getting people enthusiastic about it. They enjoy finding out what people outside the organization are up to and they like to compare any new ideas with what others are doing. They are also good at bringing back contacts, information and resources which can help promote the team or project. They may not necessarily be good at controlling details, but they are excellent at seeing the broad picture and developing an enthusiasm amongst other people for an innovation. They are very capable of pushing an idea forward even if they are not always the best people to organize and control it. They can be influential, speak easily in public and frequently come up with a lot of options and ideas for tackling problems.

The characteristics of a Networker tend to be:

- Likes to connect with people outside the group as well as inside
- Good at seeing the big picture
- Good at creating enthusiasms for new ideas
- Persuades easily
- Good at selling
- Likes varied, exciting, stimulating work
- Easily bored
- Influential
- Outgoing

This is similar to Belbin’s Resource Investigator.

Supporter

The Supporter is often more concerned with resolving emotional conflicts and preserving good working relationships within the team than they are with achieving results. Their preferred role is to promote harmony within the group and to reduce discord generated by other team members. Supporters are very

good at making sure the team has a sound basis for operations. They take pride in maintaining both the physical side of work and the social side. Such people can very well become the conscience of the team and provide a lot of support and help to team members. They usually have strong views on the way the team should be run, based on their convictions and beliefs. When they believe in what the team is doing, they can be tremendous source of strength and energy.

The characteristics of a Supporter tend to be:

- Looks after the physical and social elements of the team
- A great source of emotional for others on the team
- May have strong views on how the team should be run
- Loyal
- Supportive
- Driven by personal values
- Strong sense of right and wrong
- Motivated by a sense of purpose.

This is similar to Belbin's Team Worker and MTR-I's Coach.

Questioner

Questioners are usually good at generating information and gathering it together in such a way that it can be understood. They are usually patient, and are prepared to hold off making a decision until they know as much as they can about the work done. Others may feel that they procrastinate and put things off but the Questioner feels it is better to be accurate than put forward wrong advice. They are invaluable as support members of the team but often dislike being pushed forward as the organiser. Their concern is to make sure that the job is done correctly. Usually they are knowledgeable, well-liked people who prefer an advisory role.

The characteristics of a Questioner tend to be:

- Likes to help others
- Gathers information and makes it understandable
- Listens patiently before deciding
- Prefers to be slow and fully right rather than quick and mostly right
- Supporter of team members
- Generous helper
- Very tolerant
- A collector of information
- Dislikes being rushed
- Knowledgeable

This is similar to Belbin's Monitor-Evaluator and MTR-I's Scientist.

Analyst

The Analyst often lacks the enthusiasm of many of the other team members. They will not often contribute ideas to the group but see their role as that of providing constructive criticism whenever they can see a flaw in a plan or strategy. Although they can have a dampening effect on team morale, they are nevertheless highly valued team members because of their ability to foresee problems. Practical to the last, they will stop the team from rushing head-long into disaster.

The characteristics of an Analyst tend to be:

- Likes working with detailed information
- Good with facts and figures
- Strong on control
- Detail-oriented
- Low need for people contact
- An inspector of standards and procedures.

This is similar to MTR-I's Curator.

Finisher

The Finisher is often the worrier of the group. They are not happy until they have personally checked every detail and have ensured that nothing has been overlooked. Although they can appear pedantic in their approach to problems, they ensure that team members do not make careless mistakes. Finishers take great pride in producing a product or service to a standard. They will do this on a regular basis and feel that their work is fulfilled and plans are met. Indeed, they like working to set procedures doing things in a regular way. The fact that they produced something today does not mean that they will be bored with producing it tomorrow. To the Finisher the important thing is to use one's existing skills rather than continually change and learn new ways of doing things. They therefore reproducing things and achieving the plans they set.

The characteristics of a Finisher tend to be:

- Likes completing things on time
- Likes working to a budget and a specification
- Likes using well-developed skills
- Good at methodical, careful work
- Practical
- Production-oriented
- Likes schedules and plans
- Pride in reproducing goods and services
- Values effectiveness and efficiency

This is similar to Belbin's Implementer and Completer-Finisher