

Entrepreneur Character Exploration Workshop

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Step One

- Write down the traits and strengths of successful entrepreneurs that you can think of. Pls draw a **Circle** to represent each of these factors.
- Put down whether you are “good at” (**Strong Circles**) or “not good at” (**Weak Circles**) for each of these factors. Pls fill in each **Circle** with one particular color to represent whether it is **Strong Circle** or **Weak Circle**.

Examples: Common Traits / Characteristics of Successful Entrepreneurs

Inborn vs developed afterwards

Can think big and do things down to details

Make things happened and result orientated

Initiative and proactive

Hardworking and committed

Responsible and willing to admit mistakes

Assertive

Flexible, adoptable and response quickly to market changes

Multi-tasks handling capability

Examples:

Strengths of Successful Entrepreneurs

**Open-minded,
creative and
innovative**

Technical knowhow

**Critical thinking
capability**

**Broad knowledge in
cross-disciplines**

**Strong human
resource network**

**Able to leverage
others' resources
effectively**

**People and team
management skill**

Presentation skill

**Good sense in
strategic and financial
planning**

Belbin's Team Roles and Culture

Plant

**Monitor
Evaluator**

Co-ordinator

Implementer

**Completer
Finisher**

**Resource
Investigator**

Shaper

Teamworker

Specialist

Thinking

Monitor Evaluator



Plant



Specialist



Implementer



Shaper



*Completer
Finisher*



*Resource
Investigator*



Co-ordinator



Teamworker

Action

People



Plant

Tend to be highly creative and good at solving problems in unconventional ways

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems

Allowable weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively

Don't be surprised to find that: They could be unorthodox or forgetful



Resource Investigator

They provide inside knowledge on the opposition and made sure that the team's idea will carry to the outside world

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed

Don't be surprised to find that: They might forget to follow up on a lead



Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately

Strengths: Mature, confident, identified talent. Clarifies goals.
Delegates effectively

Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work

Don't be surprised to find that: They might over-delegate, leaving themselves little work to do



Shaper

Provide the necessary drive to ensure that the team keep moving and do not lose focus or momentum

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles

Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings

Don't be surprised to find that: They could risk becoming aggressive and bad-humoured in their attempts to get things done



Monitor Evaluator

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way

Strengths: Sober, strategic and discerning. Sees all options and judges accurately

Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical

Don't be surprised to find that: They could be overly critical and slow to come to decisions



Teamworker

Help the team to gel, using their versatility to identify the work required and complete it on behalf of the team

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation

Don't be surprised to find that: They might be hesitant to make unpopular decisions



Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible

Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done

Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities

Don't be surprised to find that: They might be slow to relinquish their plans in favour of positive changes



Completer Finisher

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects

Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate

Don't be surprised to find that: They could be accused of taking their perfectionism to extremes












Specialist

Brings in-depth knowledge of a key area to the team

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills

Allowable weaknesses: Can only contribute on a narrow front and tends to dwell on the technicalities

Don't be surprised to find that: They may have a tendency to focus only on their subject of choice

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Step Two

- For each of these Belbin's nine factors, put down whether they are strongly describe (4), properly describe (3), somewhat correctly describe (2), not related to (1) your own character

Plant (PL)	Monitor Evaluator (ME)	Co-Ordinator (CO)
Implementer (IM)	Completer Finisher (CF)	Resource Investigator (RI)
Shaper (SH)	Teamworker (TW)	Specialist (SP)

Step Two

- For each of these Belbin's nine factors, put down whether they are strongly describe (4), properly describe (3), somewhat correctly describe (2), not related to (1) your own character
- Assign your own **Descriptors** to each of these nine factors, e.g. PL4, ME3, CO2, IM1, CF1, RI4, SH2, TW3, SP3

Plant (PL4)	Monitor Evaluator (ME3)	Co-Ordinator (CO2)
Implementer (IM1)	Completer Finisher (CF1)	Resource Investigator (RI4)
Shaper (SH2)	Teamworker (TW3)	Specialist (SP3)

Step Three

- For each of the **Circles** (traits and strengths of successful entrepreneurs) that you have written down, study whether each of the Belbin's nine factors can help to build on it.
- Put down **your own Descriptors on each of your Strong and Weak Circles** when appropriate.
- Calculate the **Total Score of all Descriptors for each of your Strong and Weak Circles.**

Analysis and Reflection

	Strong Circles (Traits and strengths that you are good at)	Weak Circles (Traits and strengths that you are not good at)
Relatively High Total Score	Maximization	Growth Potential
Relatively Low Total Score	Possible Over- Estimation	Adjustment