Entrepreneur Character Exploration Workshop

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Feb 2023
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

<table>
<thead>
<tr>
<th>Inborn vs developed afterwards</th>
<th>Can think big and do things down to details</th>
<th>Make things happened and result orientated</th>
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<tbody>
<tr>
<td>Initiative and proactive</td>
<td>Hardworking and committed</td>
<td>Responsible and willing to admit mistakes</td>
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<tr>
<td>Assertive</td>
<td>Flexible, adoptable and response quickly to market changes</td>
<td>Multi-tasks handling capability</td>
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Passion Project
Examples:
Strengths of Successful Entrepreneurs

<table>
<thead>
<tr>
<th>Open-minded, creative and innovative</th>
<th>Technical knowhow</th>
<th>Critical thinking capability</th>
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<tr>
<td>Broad knowledge in cross-disciplines</td>
<td>Strong human resource network</td>
<td>Able to leverage others’ resources effectively</td>
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<tr>
<td>People and team management skill</td>
<td>Presentation skill</td>
<td>Good sense in strategic and financial planning</td>
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Belbin’s Team Roles and Culture

- Plant
- Monitor Evaluator
- Co-ordinator
- Implementer
- Completer Finisher
- Resource Investigator
- Shaper
- Teamworker
- Specialist
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
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.
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
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
<table>
<thead>
<tr>
<th>Team Role</th>
<th>Contribution</th>
<th>Allowable Weaknesses</th>
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<tr>
<td>Resource Investigator</td>
<td>Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.</td>
<td>Over-optimistic. Loses interest once initial enthusiasm has passed.</td>
</tr>
<tr>
<td>Shaper</td>
<td>Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.</td>
<td>Prone to provocation. Offends peoples feelings.</td>
</tr>
<tr>
<td>Monitor Evaluator</td>
<td>Sober, strategic and discerning. Sees all options and judges accurately.</td>
<td>Lacks drive and ability to inspire others. Can be overly critical.</td>
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<tr>
<td>Implementer</td>
<td>Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.</td>
<td>Somewhat inflexible. Slow to respond to new possibilities.</td>
</tr>
<tr>
<td>Completer Finisher</td>
<td>Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.</td>
<td>Inclined to worry unduly. Reluctant to delegate.</td>
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<tr>
<td>Specialist</td>
<td>Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.</td>
<td>Contributes only on a narrow front. Dwells on technicalities.</td>
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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.
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• 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
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

<table>
<thead>
<tr>
<th></th>
<th>Strong Circles (Traits and strengths that you are good at)</th>
<th>Weak Circles (Traits and strengths that you are not good at)</th>
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<tbody>
<tr>
<td>Relatively High Total Score</td>
<td>Maximization</td>
<td>Growth Potential</td>
</tr>
<tr>
<td>Relatively Low Total Score</td>
<td>Possible Over-Estimation</td>
<td>Adjustment</td>
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