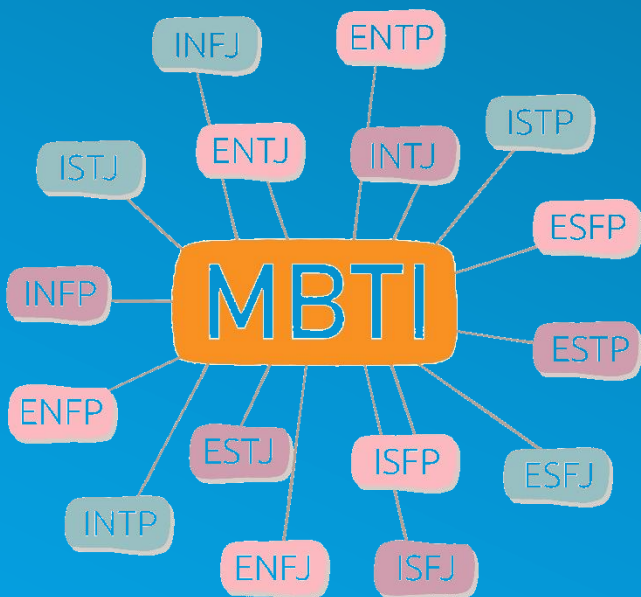


# Personality and behaviour

- **MBTI** personality test
- **DISC** behavioral test
- **Belbin** team roles



# MBTI personality test



# MBTI

**The Myers-Briggs Type Indicator® (MBTI)** was developed by Katharine Briggs and Isabel Myers and based on psychiatrist Carl Jung's personality type theory. It is a psychometric instrument used worldwide for personal development, team development and organizational development. The basis of the instrument is an 88-item questionnaire, followed by self-examination and interactive coaching. The main purpose of the MBTI is to increase **self-awareness**, which is the basis of all **personal development**. The instrument does not predict people's future behavior and does not measure skills. **The MBTI is not a test, but a self-assessment tool.** Therefore, MBTI should not be used for recruitment and selection.

MBTI portrays your personality based on four dimensions. For each dimension, there are two sides, one of which we have a **natural preference** for. ***So it is not about acquired (learned) behavior or good or bad preferences, but purely about your personal (natural) preferences.***

For each dimension, there are two sides, one of which we have a natural preference for:

- E/I: Where do you get your energy from, from your environment, or your inner self?
- S/N: What kind of information do you prefer to use; observation from facts or intuitive?
- T/F: What process do you use to make decisions; thinking or feeling?
- J/P: What is your preferred way of working; planned & structured or flexible & spontaneous?

# MBTI: the four dimensions with two preferences each

## EXTRAVERSION

Extraversion - focus on and draw energy primarily from the world around them.

Introversion - focus on and draw energy primarily from their inner world of thoughts.

## INTROVERSION

## SENSING

Sensing - Focus mainly on factual, concrete information and information from the world around them, drawing on experiences and previously acquired information.

Intuition - Focus mainly on associations and the 'big picture', using inspiration and possibilities in the future, focusing on what is not there yet.

## INTUITION

## THINKING

Thinking - Prefer making decisions based on logic and the consideration of substantive arguments.

Feeling - Prefer making decisions based on personal values and the impact of the decision on those involved.

## FEELING

## JUDGING

Judging - Prefer a planned and orderly way of working and completing things.

Perceiving - Prefer a flexible and spontaneous way of working, while collecting information and keeping options open.

## PERCEIVING

# MBTI: online test

**Free Online Jungian Type test**  
(60 items in two sections)



**Disclaimer:**

Free online tests are usually a simplification of official (usually commercial) tests. Use them with care, for example to get a first impression. PULZ is not in any way connected to the supplier of the tests and accepts no liability for the occurrence of errors and/or imperfections.



# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.  
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

## 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

**E**  
Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

**I**  
Introversion

## 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

**S**  
Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

**N**  
Intuition

**ISTJ**

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INTJ**

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

## 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

**T**  
Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

**F**  
Feeling

## 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

**J**  
Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

**P**  
Perceiving

**ESTP**

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

# MBTI... no pigeonholing



With personality tests, you should always **be careful of narrowly pigeonholing**. It gives you insight and is obviously never 100% correct. Therefore, take advantage of the different methods, reflect the results with your own observations, but also discuss them with others who know you. This way you will get a better understanding of who you are, what energizes you, where your allergies are and how others see you. What you do with it afterwards is entirely up to you, you have no obligation.



The distinguishing feature of MBTI is that **it deals with your innate preferences, so not learned behavior**. This gives different insights than the DISC method, for example. For me personally, this was the following insight. In the beginning of my career, I was often told by people from the "sales community" that because of my enthusiasm and presentation skills, I should be looking much more into that world. However, when I was able to use those skills to their full potential as a consultant, I found it to be a lonely business. After some hesitation, I finally summed it up as "I'm more of a creator than a consultant, just telling without being allowed to execute it doesn't energize me." Later I took an MBTI test and unexpectedly turned out to be a solid I (and not an extrovert). And then it became really clear to me: I get my energy, also when giving training, from connecting all these different (often inner) worlds. And I enjoy it most when it actually helps the other person in those (often inner) processes and progress. I certainly enjoy performing and communicating with people, but it is more a means than an objective.

Source: PULZ, 2022

# DISC behavioral test



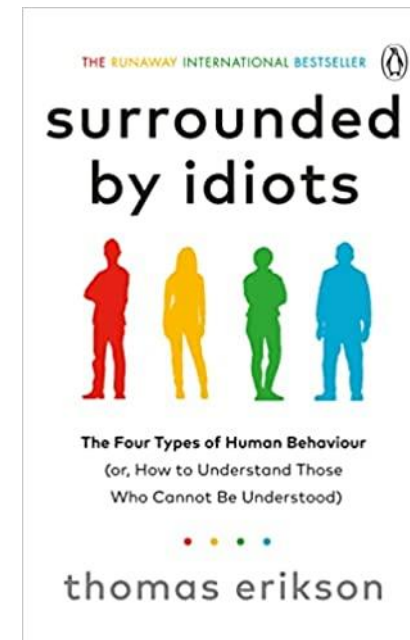


# DISC color model (1/2)

DISC is a four-quadrant model, developed from the work of American psychologist **William Moulton Marston**, that is **used to identify patterns in normal human behavior**. DISC thus provides us with a common language to measure and discuss observable, normal, human behavior. DISC tells us as individuals how we tend to communicate, do things, handle tasks, and the related interaction with our environment. De DISC kleuren inmiddels ingeburgerd in menig organisatie waar men de DISC-taal gebruikt om de onderlinge communicatie over gedrag te vergemakkelijken.

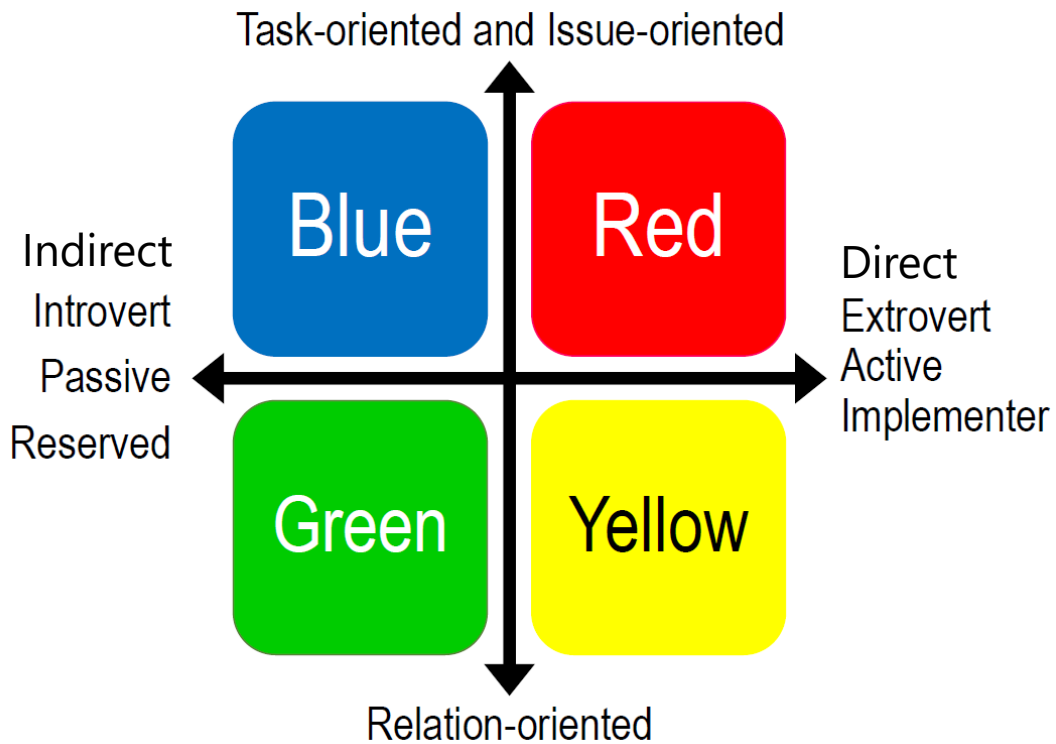
**DISC is in origin not a color model, but a factor model.** That is, the spiritual father of the model, William Moulton Marston, came to the description of the 4 DISC factors (also called behavioral styles) through observation of people and their behavior. He then outlined this in his standard work, *The Emotions of Normal People* (1928). In that book there is no mention of colors at all. Moreover, Marston never published a test based on his model. **Tests based on Marston's DISC model were developed many decades later.**

Recently, behaviorist **Thomas Erikson** redescribed the DISC method in a practical way **in his book *Surrounded by idiots***.



Source: PULZ, 2022

# DISC color model (2/2)



## (CAUTIOUS, CONSCIENTIOUS)

### ANALYTICAL (Blue)

- Slow reaction
- Maximum effort to organize
- Minimal interest in relationships
- Historical time frame
- Cautious action
- Tendency to avoid involvement

### DOMINANT (Red)

- Quick reaction
- Maximum effort to control
- Minimal interest for caution in relationships
- Current time frame
- Direct action
- Tendency to avoid involvement

### STABLE (Green)

- Calm Reaction
- Maximum effort for connection
- Minimal interest in change
- Current time frame
- Supportive action
- Tendency to reject conflict

### INSPIRING (Yellow)

- Rapid reaction
- Maximum effort to involve
- Minimal interest in routine
- Future time frame
- Impulsive action
- Tendency to reject isolation

## (INFLUENCING, INTERACTIVE)

Source: Erikson, 2018

# DISC: online test



Free Online DISC behavioral test

**Disclaimer:**

Free online tests are usually a simplification of official (usually commercial) tests. Use them with care, for example to get a first impression. PULZ is not in any way connected to the supplier of the tests and accepts no liability for the occurrence of errors and/or imperfections.

# DISC: how do you perceive a colleague with a certain color?

A colleague with a blue profile: *"Can you substantiate this with facts?"*

*Task-oriented and passive/indirect - Cautious*

Someone with a blue DISC profile knows exactly how things work. After all, they have Googled it. They like facts and want to know every detail, especially before making a decision. As a result, they are more reserved but thorough.

This may well make a colleague with a blue color come across as perfectionist and picky. Perhaps even somewhat emotionally reserved; after all, they want to be right and question your judgement - until you can prove it with thorough arguments.

A colleague with a green profile: *"What is your preference?"*

*Relation-oriented and passive/indirect - Stable*

The colleague with a green DISC profile is somewhat calmer; he is easygoing and will not easily contradict you. In fact, he wants to avoid confrontation or angry faces at all costs. An ideal colleague, *provided* you don't need any decisions or strong opinions. Because that is what this colleague sometimes lacks.

He prefers not to make decisions and likes to leave things undecided. So when you do need a clear answer, you will have to encourage him; you will have to trigger a response. To do this, you need to communicate in a purposeful way, without making him feel defensive.

A colleague with a red profile: *"Do as I say, and speed up!"*

*Task-oriented and active/direct - Dominant*

A red colleague's dominance and drive ensure that things get done quickly. He takes risks, likes to take the lead and does not mind making decisions that antagonise others; *"...after all, it is not meant personally."*

Yet this lack of tact can regularly come across as intimidating or aggressive. If you are a colleague who prefers to avoid confrontation, you may feel overwhelmed frequently. Realise that this mode of communication is not necessarily his intention; he just wants to be *to the point*. That your feelings are hurt by this is ... *your* problem;

A colleague with a yellow profile: *"Above all, let's keep it cosy"*

*Relation-oriented and active/direct - Inspirational*

The unwavering positive attitude of a yellow DISC profile ensures that he always makes life interesting. He is a born optimist and attracts a lot of people around him because of this attitude. He can only enjoy this attention - And, if this attention is not there, he will create it.

Because this colleague likes to be in the spotlight himself, he is a poor listener. Rather, he does *not* listen. Above all, he wants to *be heard*. When you yourself are somewhat timid, he may waltz all over you or sell you short. Saying something about this will hurt his emotions - of which he has quite a lot - and result in drama.

Source (translated): [assertief.nl](http://assertief.nl), 2022

# DISC: dealing with someone with a red profile

## 1. Increase your (work) pace

Nothing can move a red DISC profile fast enough; whether that's making choices, completing a project or communicating about it. **Get to the point.** A red colleague will grow weary of indecision or a lot of deliberation. **Make a decision.** And in your communication? Talk faster there too: say **what** you think and **why** you think it, without beating around the bush.

## 2. Get straight to the point

Your red colleague is very direct and likes it when you are too. Beating around the bush or hiding a message in euphemisms can actually be seen as an insult. So wear your heart on your sleeve, otherwise a red person will quickly lose interest. Do this with giving **feedback**, but also when giving **instructions** or discussing updates: tell what is going on and what **results** have been produced. The story around it won't interest them.

## 3. Keep it businesslike

You build a relationship with colleagues over the years and get to know them. Just don't mention that relationship to red people in your meeting. They find that completely uninteresting. **They prefer not to go small talk** and are here to make decisions or deliver results. **Compliments?** Gladly, but only on the **work** they have done, otherwise they will quickly see you as a slimeball.

## 4. Give your opinion, without hesitation

People with a red DISC profile hate indecision and therefore like it when you are **resolute**; *"this will, that won't"*. Of course you should listen to *them, but you should have* an **opinion**. So cautious answers like *"well, I don't really know what I think about that"* only irritate them. According to Erikson, that shows to a red person that you lack **drive**.

## 5. Don't give in

Perhaps **the most annoying trait of a red DISC profile** is the tendency to walk all over others. When 'red people' raise their voice, rant or throw a punch below the belt, the worst thing you can do is give in. In their eyes, you then lose respect; something very important to reds. Instead, stand strong and tell them they are wrong, however much your voice trembles. Standing your ground is the same for them as showing that you know what you are talking about.

Source (translated): [assertief.nl](http://assertief.nl), 2022



# DISC: dealing with someone with a yellow profile

## 1. Keep it cosy

A yellow colleague functions best when the atmosphere is friendly; when you get along well and a good cup of coffee is ready, a yellow DISC profile is in its element - so *keep* it that way.

Dare to deal with each other in a fun but professional way. Give **compliments**, discuss **small talk** (which people with red behaviour dislike) and pay extra attention to the **team atmosphere**.

## 2. Leave out details

People who exhibit yellow behaviour are rather chaotic and sloppy. If they haven't lost their notes, they have forgotten who they were going to send that e-mail to. So don't bore your yellow colleague too much with details, because they will forget them anyway. It is better to explain to them *what* you want to achieve with this project (**in broad outlines**) than to tell them exactly *how* you are going to do it. How to bring a yellow colleague into your thinking anyway? Let them spit out ideas themselves.

## 3. Capitalise on feelings

As mentioned, details are neglectable for a yellow person; they prefer to go by **feeling and intuition**. Of course, facts and data need to be taken into account, but they prefer to leave that to their blue colleague. If you want a yellow DISC profile to make a decision, keep away from your Excel sheets. Ask how they *feel* about this. Make sure they don't overreact or become too vague.

## 4. Enthusiasm them

Where a red colleague likes pace, a yellow one likes **novelty**; as long as it is exciting, fresh and creative. So in your cooperation, capitalise on this: involve them in setting up new campaigns, in an approach that has not been tried before or in bringing in a new client.

Precisely when you show that you dare to step out of your **comfort zone** and take risks, someone with a yellow DISC profile will only like you more! Try that more often and follow your feelings.

## 5. Work on the relationship

Colleagues with a lot of yellow behaviour are really people people. They therefore like to get to know *you* on a personal level, as this will only improve your business collaboration. So dare to be **open**, tell about yourself and be sure to ask them about *their* interests too (because yellow people *just* love talking about themselves).

Source (translated): [assertief.nl](http://assertief.nl), 2022

# DISC: dealing with someone with a green profile

## 1. Urge them gently

Your green colleague is a bit more reserved and will rarely take risks. Who knows what could happen! If you have a red or a yellow DISC profile, this may conflict with your entrepreneurial spirit or tendency to take quick decisions. Instead, take a step back. Show that you take their **doubts** seriously and *help* them deal with their fear of the unknown instead of going against it. **Encourage them**, in a positive way.

## 2. Allow periods of peace and silence

The green DISC profile is known for its passivity; preferably not too much madness. Your colleague may enjoy routine, peace and regularity. Green people therefore do not like being involved in new things all the time, especially when these are outside their comfort zone or cause stress. So give them their moments of **rest**; let them perform what they are familiar with, what they know, what they can do. After all, stability and predictability are valuable factors for them.

## 3. Plan and do expectation management

Your colleague needs control and wants to know *what* needs to be done, *how* and *when*; what is the plan? Therefore, communicate briefly and powerfully about the **expectations** regarding a project. By making clear agreements and speaking out about what needs to happen and what you expect from them, you take away some of the passivity.

## 4. Give constructive feedback

Green DISC profiles avoid confrontations as much as possible; they absolutely do not like disagreements. Negative feedback also tends to hit them particularly hard. So if there is something you want to discuss with them, do so in **private** and think carefully beforehand about *what* you want to say and what change you expect from them. Keep your feedback **constructive** and **specific**.

## 5. Make decisions

If you work with someone with green behaviour, you will probably have to take the lead. Assuming that your colleague will take the initiative is out of the question as green people usually prefer to *do* rather than *lead*. Accept that and take the reins yourself: act forcefully and give direction. **Make those decisions yourself!**

Source (translated): [assertief.nl](https://assertief.nl), 2022

# DISC: dealing with someone with a blue profile

## 1. Prepare well

Your blue colleague has thought of everything. They are prepared, well-read and know what they want to discuss. Make sure you are too. Be on time, make sure you have read the right documents, send your e-mail with an attachment this time and show that you take someone else's work and time seriously. Be **prepared!** Only that will earn respect from someone with a blue DISC profile.

## 2. Keep it businesslike

You are here to work. Therefore, your blue colleague will usually take little interest in your weekend stories, but wants to get straight to work. Don't take that personally, they just value facts and content. Therefore, stick to the assignment and only get more personal when you notice that your colleague is opening up a little more. This sometimes takes some time, but eventually happens. In their way.

## 3. Limit yourself to facts

Someone with a blue DISC profile has both feet on the ground and mainly uses logic, facts and arguments to arrive at an idea. If you yourself are more spontaneous, imaginative or a dreamer, this *can* clash. Take this into account and look at it from the blue perspective: *how* are you going to tackle something, *why*, in what *timeframe* and what *steps* do you need to take to achieve this? Dreaming is fine, but for your blue colleague it has to be realistic.

## 4. Be thorough and careful

Quality comes first. Your colleague will therefore find it disturbing when the work is not done carefully. And yes, it sometimes takes a bit more time, but when working with blue colleagues, it is better to triple-check everything before handing it over to them. After all, they judge you on it - not on the effort you put into it, not on the perseverance it required of you, but on your *diligence*.

## 5. Set the pace yourself

Because of their diligence, blue colleagues are not the fastest. Still, sometimes a job needs a rush and not everything can be checked fivefold. Red and yellow people understand this and want to make decisions. When pace and speed are needed, encourage your blue colleagues. Tell them calmly, methodically and precisely *why* this is needed. If you can substantiate it, a blue person will go along with this - perhaps reluctantly.

Source (translated): [assertief.nl](http://assertief.nl), 2022

# DISC versus MBTI



**If you compare DISC to MBTI**, DISC focuses more on mapping your **natural (everyday) behaviour**, where MBTI looks at your **innate preferences**. This demonstrates how, on the one hand, it has many similarities, but on the other hand, in practice, it also has different forms of application.

**MBTI** is perhaps more useful for **understanding yourself** better (or discovering that what you are capable of, do or express is not immediately what really energises you), where **DISC** helps more to make your **communication and cooperation** more effective in practice (uncovering the difference between natural behaviour and desired behaviour).



Dominance Influence Steadiness Conscientiousness

Although we humans like to pigeonhole each other, that - like MBTI - is definitely not the intention of the DISC color model. Nobody is pure Red. Or just Blue. On the contrary, the model is based on the premise that everyone, to a greater or lesser extent, has all four colors in their behavioral style. But you do have clear preferences for colors that play first fiddle or actually don't suit you. And that is what those around you see in your behavioral style.

Source: PULZ, 2022

# DISC and The power of action

WIJ

JIJ - ZIJ

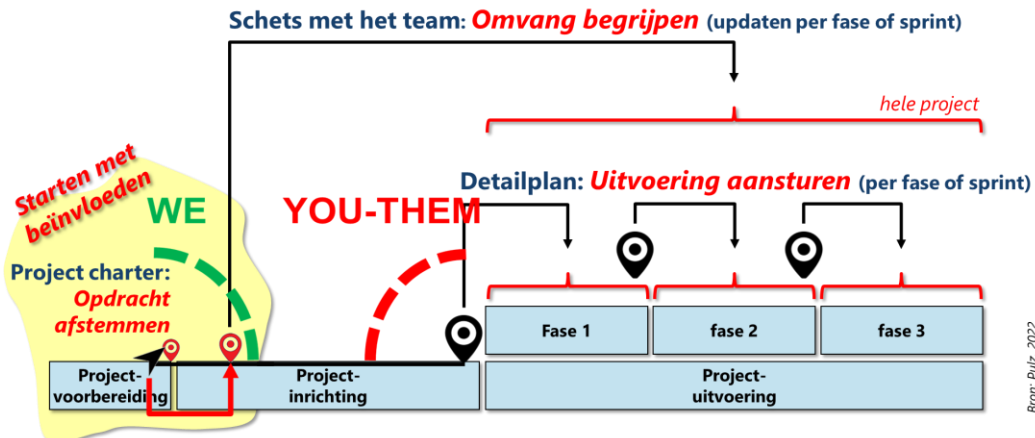


You may have already noticed that the areas of interest on the previous slides **contain many elements from the essences** of the Masterclass and The Complete Project Manager.

For example, the tip, "Dealing with a red profile: increase your pace." If you apply the **10% confrontation rule**, you are doing this automatically. If a red profile wants quick info from someone with a blue profile, it is quite logical that both will get irritated. The blue profile is annoyed by the lack of input and needs time to work it out properly, the red profile doesn't understand why it has to take so long. The 10% moment resolves this. Action is taken (red individuals are 'addicted' to action), which results in information being obtained and research time is created until the actual deadline.

Making the distinction between '**understanding size**' and '**directing execution**' in the planning process also falls into this category. And look at breaking up a process to create a '**warm-up**' of actions **rather than** one moment as discussed in The Complete Project Manager (section 3.5).

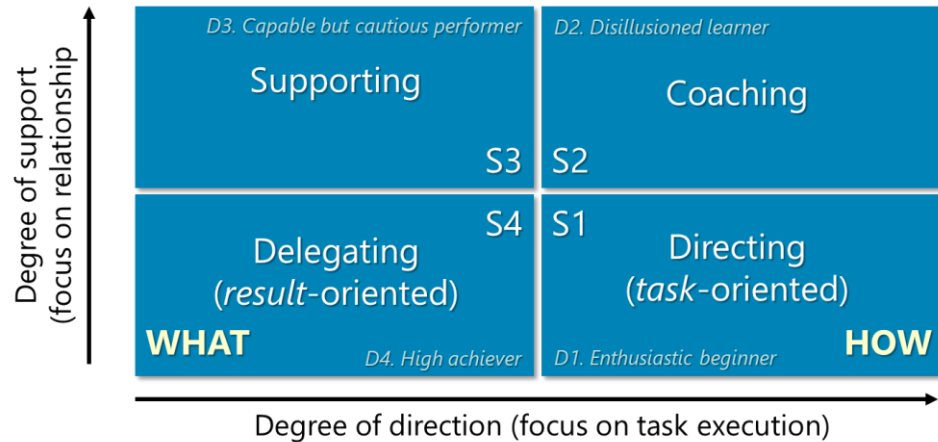
Source: PULZ, 2022



Bron: Pulz, 2022



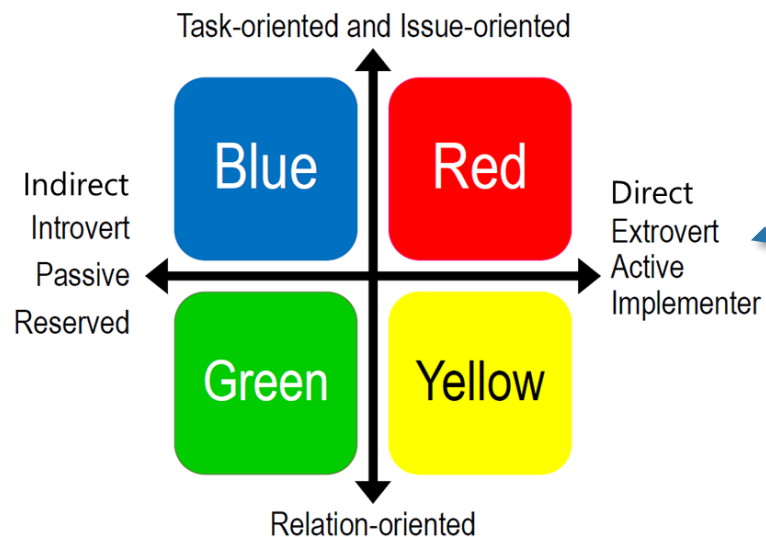
# DISC and situational leadership



Chances are you have noticed similarities with **Hersey and Blanchard's situational leadership**. Distinguishing **Task-oriented** and **People-oriented** also plays a role in this.

Note that situational leadership is about choosing a mode of steering, or **desired behaviour**, depending on an employee's task maturity. So this is detached from **natural behaviour**, because professional managers should be able to provide steering with the right balance between task-oriented and people-oriented behaviour, regardless of their own personality.

Of course, **practice** is **unruly** and people with a red profile are more likely to be dominantly task-oriented and people with a green profile will tend to let go of the reins even when more instruction is actually needed.



*The greater the difference between the desired behavior and the natural behavior, the more energy it will take to show the desired behaviour. When under stress, you may slip into your natural behaviour, which is less effective and can be unpredictable for those around you.*

Source: PULZ, 2022

# Belbin team roles












# Belbin team roles

British psychologist **Meredith Belbin** researched the interactions in successful and unsuccessful teams in the 1970s. His conclusion is that the **success of a team** is mainly determined by the alignment of team members' knowledge, skills and attitudes. **This complementarity in a team is much more important** to the effectiveness and efficiency of that team **than the individual abilities** of a team member.

**Belbin measures behavior and not personality** (as MBTI does, which is a psychometric instrument). While the latter can be very enlightening, it is not necessarily the most valuable feedback in a practical sense, according to Belbin. **Behavior is seen as more adaptable than personality**, since we can adjust our behavior according to what is asked of us in a given situation or role. **Moreover, behavior is observable**. That means it affects those around us and is affected visa versa. Giving constructive feedback on that behavior is less direct than on a person's personality, and this feedback focuses on the element where changes can be made: the behavior.

According to Belbin theory, there are **nine different team roles, each with qualities and weaknesses**. Understanding your preferred roles (and those of your colleagues) improves collaboration and leads to better results. According to Belbin, a team functions optimally **when all roles are represented in a team**. By the way, this does not mean that every team needs nine people. Most people will have two or three Belbin Team Roles they feel most comfortable with, and this may change over time.

# Belbin team roles

			Team Role Contribution	Allowable Weakness
Thinking	Plant	PL 	<i>Creative, imaginative, free-thinking. Generates ideas &amp; solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	ME 	<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	SP 	<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
Action	Shaper	SH 	<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	IMP 	<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	CF 	<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
People	Coordinator	CO 	<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	TW 	<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	RI 	<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

Source: Belbin, 2022

# Belbin: online test



Free Online Belbin test I

Free Online Belbin test II  
(excel file with more detail)

**Disclaimer:**

Free online tests are usually a simplification of official (usually commercial) tests. Use them with care, for example to get a first impression. PULZ is not in any way connected to the supplier of the tests and accepts no liability for the occurrence of errors and/or imperfections.



# Belbin and the core quadrants

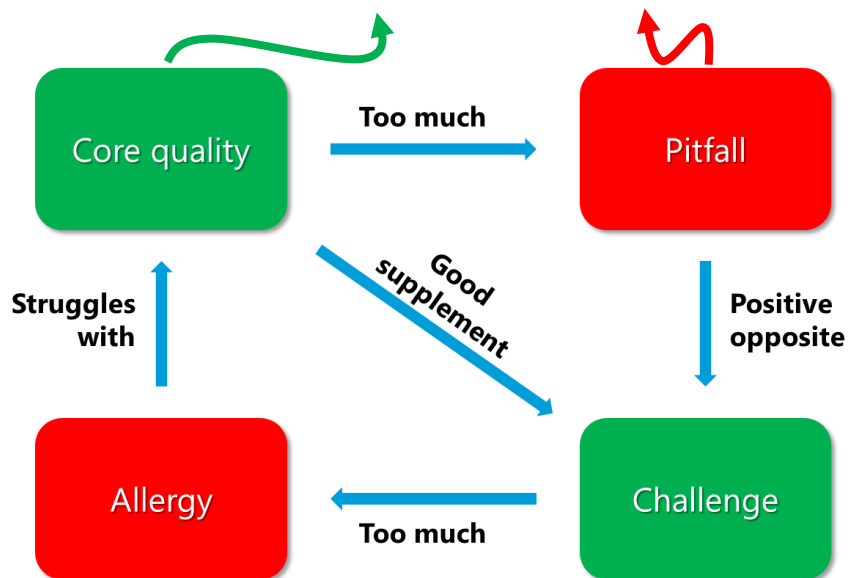
			Team Role Contribution	Allowable Weakness
Thinking	Plant	PL	Creative, imaginative, free-thinking. Generates ideas & solves hard problems.	Ignores incidentals. Too pre-occupied to fully communicate.
	Monitor Evaluator	ME	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
	Specialist	SP	Single-minded, self-starting, dedicated. Provides rare knowledge and skills.	Contributes only on a narrow front. Dwells on technicalities.
Action	Shaper	SH	Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.	Prone to provocation. Offends people's feelings.
	Implementer	IMP	Practical, reliable, efficient. Turns ideas into actions and organizes tasks.	Somewhat inflexible. Slow to respond to new possibilities.
	Completer Finisher	CF	Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
People	Coordinator	CO	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
	Team Worker	TW	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
	Resource Investigator	RI	Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.	Over-optimistic. Loses interest once initial enthusiasm expires.



Belbin demonstrates that **you shouldn't build teams based solely on substantive competencies**, but that **looking at behavioral competencies is just as important**. And you will probably have experienced this personally in practice. If you have two people working together, both of whom are more of a "thinker" than a "doer" or the other way around, you get a completely different team dynamic than if you deliberately put a "thinker" and a "doer" to work together.

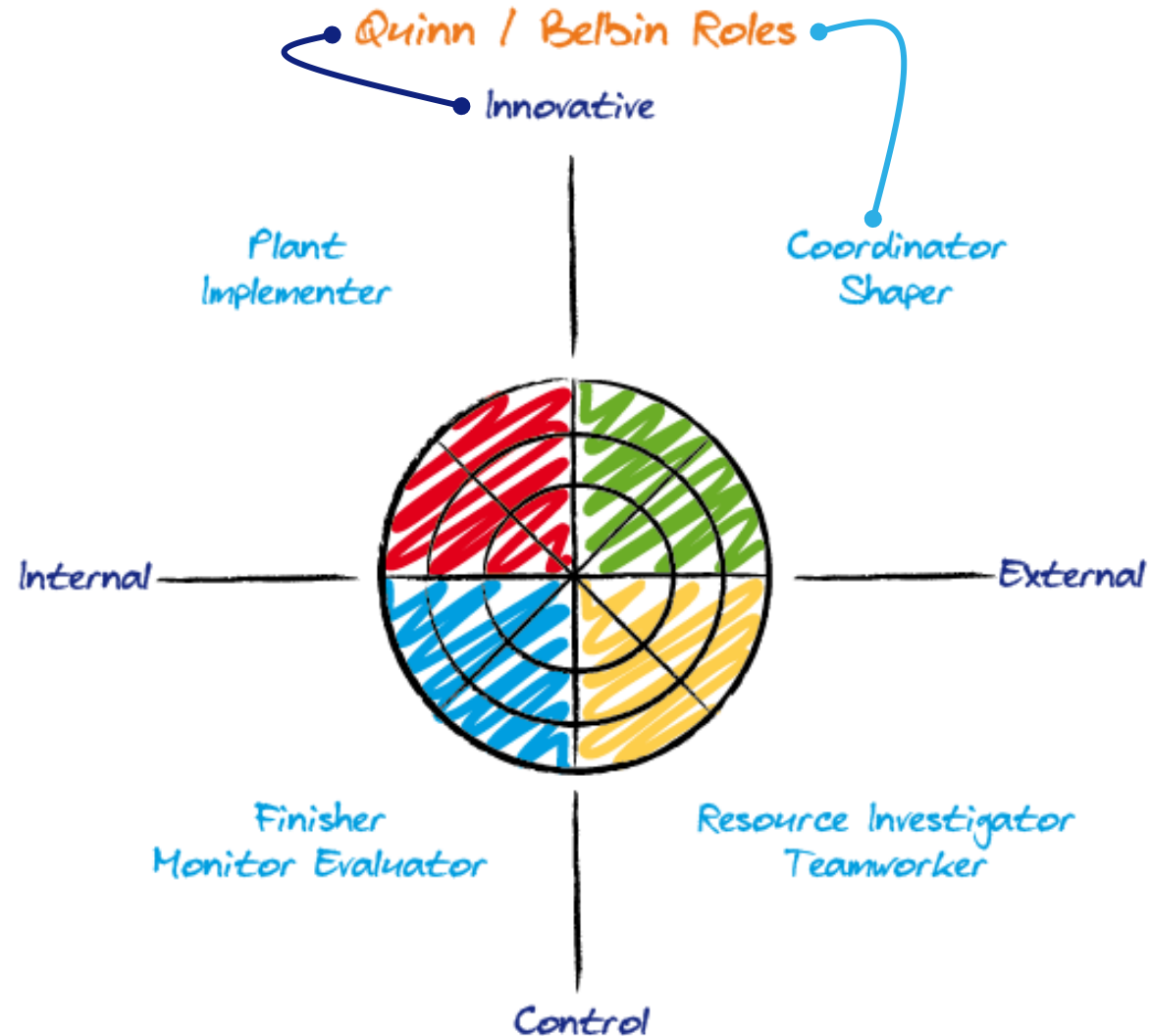
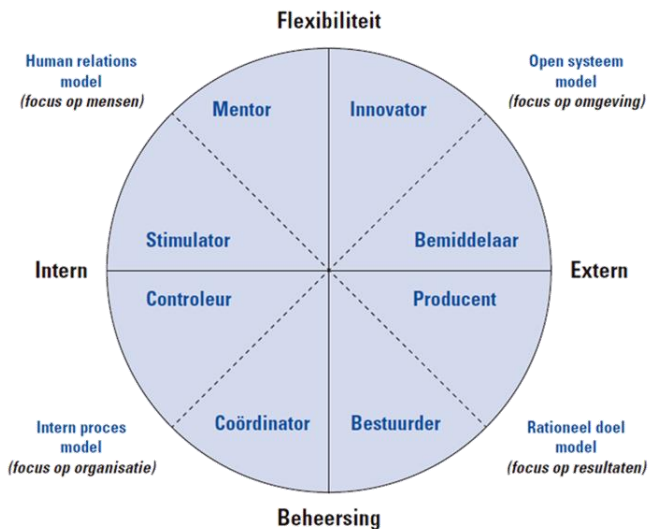
Furthermore, look at the Belbin roles for the columns 'contribution' and 'weakness'. Daniel Ofman's **core quadrants** are nicely reflected here (core quality and pitfall). Also Allergy, for example, to discover which characters attract and reject each other when working together. Ofman's core quadrants are of course a tool for the individual, but thinking 'and what does that mean if you work together with someone with this core quality' produces **beautiful logical connections with Belbin**.

Fortunately. 😊



# Belbin and Quinn's Competing values framework

In the Master Class we had already established a connection between Quinn's Competing values framework and Ofman's Core Quadrants. Then there is of course also a link between Belbin's and Quinn's theory.



Source: [www.quinnassociation.com](http://www.quinnassociation.com), 2023



Nothing from this publication may be reproduced, recorded in an automated database or published on or via any medium, either electronically, mechanically, through photocopying or any other method, without prior written permission from the author.

This publication was produced with the utmost care and attention. Nevertheless, the text may contain errors. PULZ Project Management & Leadership Development B.V. and the author are not liable for any errors and/or inaccuracies in this text.

[www.roelwessels.nl](http://www.roelwessels.nl)