

BELBIN[®]

GetSet[™]
The Belbin Way

Helping young
people into the
workplace



What is GetSet™?

Transferring from education to the workplace involves a change in lifestyle and habits. It is a shift from the focus on *what you know* to the more thought-provoking questions of *who you are* and *what you can contribute*. That is why everyone who is about to make that transition needs to *get set*. By being prepared you are more likely to make a successful start in whatever direction you choose to move. **GetSet** is a software program that offers counselling and personal guidance to help individuals progress along this path.

Unlike advisory systems that focus on determining suitable careers or jobs, **GetSet** seeks to bring out the potential strengths of each individual and relate these to the various challenges that lie beyond the world of education. **GetSet** is an adaptation of the world famous **INTERPLACE**[®] system used in Human Resource Management.

Who should use GetSet™?

GetSet is designed to offer advice to young people in the 16-23 age range who lack work experience. The reports generated by the system can be used to develop maturity in young people and to improve their sense of identity and self-projection.

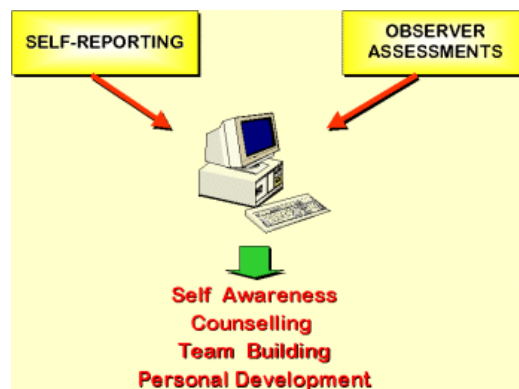
GetSet is an ideal tool for those involved in developing young people and helping them to become team players.

How does GetSet™ work?

GetSet produces individually tailored reports using two sources of information:

- **The Self-Perception Inventory** - How the individual sees him or herself
- **Observer Assessments** - How the individual is seen by 4-6 other people

GetSet integrates self-knowledge with the assessments of others to generate an overall profile to describe a young person's actual behaviour.



Since **GetSet** is primarily a counselling and personal guidance tool to help young people increase their understanding of themselves, part of that process involves self-awareness. Here the strength of **GetSet** is that its reports are designed to take account of a consensus of observed behaviour. Combining Self-Perception with the views of others allows young people to compare how they see themselves with how they are seen by others. An output from a Self-Perception test only will be dependent on the level of self-insight the individual has. Some people may answer how they would like to be rather than how they really are. Strengths and weaknesses may be thus over or under estimated.

So the team role profile produced from **GetSet** provides an instant picture of the personal qualities of a young person as currently perceived by the self and by others. When using **GetSet** reports with young people, it is important to note that just because a personal quality has not been recognised, that doesn't mean it is non-existent. Rather it may only mean that the observers have not had a chance to see it yet in the young person concerned. What is important is how the young person is seen already. That is something on which they can build.

What can GetSet™ offer?

GetSet provides reports on a young person's team role behaviour based on Self and Observer data. These reports help young people to:

- **Understand their own identity**
- **Manage their strengths and weaknesses**
- **Learn how to develop their team roles, and therefore their future impact at work**
- **Project themselves in the best possible way**
- **Work more effectively in teams**

Young people have so far commented about their reports:

"I think that it [GetSet] is a great idea. My counselling report really seemed to be 'me' rather than any one else! I think that it gave some phrases that were very useful on UCAS forms, in interviews and will be on my CV's too, about leadership skills...."

"It was good to do, and the outcome was even better!"

"It was a supportive report giving positive suggestions for improvement."

"It shows your personal view of yourself as well as how people perceive you. This view is very important."

"It was much more in depth and personal than I had expected it to be!"

"The report brought to light things about myself that I never realised before."

The origins of GetSet™

The basis for **GetSet** is **Meredith Belbin's** team-role theory which describes nine behavioural types (team roles) that have been proven to be effective in the workplace. His theory is used world-wide by organisations and is taught at many universities and colleges. **GetSet** uses these team roles to help young people develop personal strengths that will be of value when they start work. An understanding of team roles also enables young people to adjust to the needs of existing teams and become effective team players. The advice offered from Meredith Belbin is there to help young people develop personal strategies for the future.

GetSet is an offspring of the **INTERPLACE®** system designed for use in Human Resource Management. Over 40% of the FTSE 100 now use this original system and it has now been translated into a variety of languages, including Czech, Danish, Dutch, **French**, Finnish, German, Japanese, Norwegian, Slovenian, **Spanish & Swedish** (soon to appear in Korean and Chinese). Although **INTERPLACE®** is successful with those already in work, many of our clients have requested a revised system more suited to the needs of young people. The language used, the context of the questionnaires and the guidance provided by **INTERPLACE®** are all inappropriate to the needs of young people. Yet the concept of team roles is of great value. Hence the development of **GetSet**.

The **GetSet** inputs (**Self-Perception Inventory** (SPI) and **Observer Assessments** (OA)) have been re-written to make them more accessible to young people. For example, rather than the SPI being rooted in the world of work as it is with the original **INTERPLACE®**, it has been changed to be relevant to the experiences of young people. Words on the original Observer Assessment have also been changed to make them more applicable to young people. These inputs are used to provide detailed outputs to help young people recognise and develop their strengths.

Obviously computer counselling is not an alternative to personal counselling but an extra to it and provides a much better basis for counsellors and advisers to make a start on aspects such as careers.

How can I use GetSet™?

GetSet is now available for online completion to make the Self Perception and Observer Assessment easily accessible by anyone with access to the internet. The cost of this is £15 per person to include the Self Perception assessment and up to 6 Observer Assessments. (All prices are subject to VAT where applicable.)

For people who do not have access to the internet we also offer the facility to use paper based assessments which can be returned to us for processing. The cost of this service is £20 per person for self perception only and £25 per person to include 4 observer assessments.

Demonstrations and Training

Demonstrations take about an hour and can be arranged by contacting elizabethann.watson@cert-uk.info.










CERT also provides full training to help you understand the full capabilities of GetSet and how to use these capabilities effectively.

Sample Reports

A Self-Perception Team Role Profile

The **Self-Perception Team Role Profile** shows the preferred roles, manageable roles and the least preferred roles for the candidate. It is measured to the exact percentage against SPIs from other young people around the UK. So for example, if you come out as 100% **Shaper**, it means that you very much aspire to play the **Shaper** role and that less than 1% of the people tested scored such a high mark for that role.

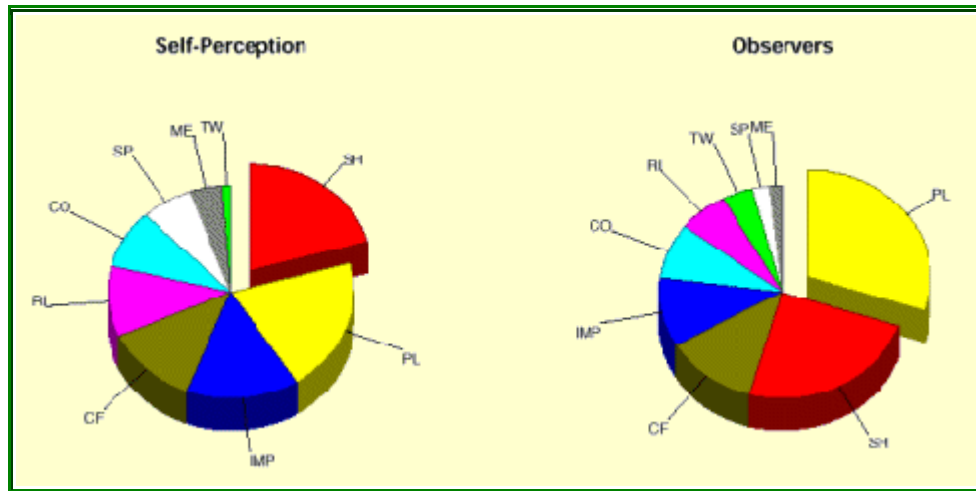
In this example, the candidate would prefer to play the roles of **Plant** and **Shaper**, can manage the roles of **Implementer**, **Completer Finisher**, **Resource Investigator**, **Co-ordinator** and **Specialist**, and prefers least the roles of **Monitor Evaluator** and **Team Worker**.

	Least Preferred Roles			Manageable Roles				Preferred Roles				Roles and Descriptions		
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution	Team-Role Contribution	Allowable Weaknesses
PL	X	.	 Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	X	 Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	X	 Co-ordinator	Mature, confident. Clarifies goals. Brings people together to promote team discussions.	Can be seen as manipulative. Offends personal work.
SH	X	.	 Shaper	Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles.	Prono to provocation. Liable to offend others.
ME	.	.	X	 Monitor Evaluator	Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	.	X	 Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indolent in crunch situations.
IMP	X	.	.	.	 Implementer	Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	X	 Completer Finisher	Perfectionist, conscientious, anxious. Searches out errors and omissions. Deliverers of time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	.	.	.	X	 Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in one supply.	Contributes or only a limited front. Dwells on specialised personal interests.

Pie Charts of Self-Perception vs. Observers

It is all very well seeing how you see your own contribution, but do other people see your strengths as you do? The Pie Charts give an indication of how you see yourself compared to those around you. There are bound to be differences, but it is important to note the top roles of both Self and Observers and see how they compare or differ.

In the example above the candidate roles as perceived by the self are in general accord with the perceptions of others.



Assessment of Results in Rank Order

This report shows your overall team role ranking and each person's assessment. The top line shows the team role rank order from the Self-Perception Inventory with 1 being the top role and 9 the bottom. The following lines are each Observer's ranked order. In the example below the Observers see the candidate as making a very strong **Plant** or **Shaper** contribution. The overall rank order on the bottom line is the weighted addition of the Self-Perception rank order and the total of the Observers' rank order.

Assessment	Team roles :								
	1	2	3	4	5	6	7	8	9
Self-Perception	SH	PL	IMP	CF	RI	CO	SP	ME	TW
Observer 1	PL	SH	IMP	CO	CF	RI	SP	ME	TW
Observer 2	PL	SH	CF	CO	IMP	TW	RI	SP	ME
Observer 3	SH	PL	IMP	CF	RI	CO	TW	ME	SP
Observer 4	SH	PL	CF	IMP	CO	RI	SP	TW	ME
OVERALL RANKING	SH	PL	IMP	CF	CO	RI	SP	TW	ME

Character Report

The **Character Report** offers advice appropriate to an individual team role strengths and weaknesses. So, in this case, the report takes into account that the person's top team roles are **Shaper** and **Plant** and that their bottom role is **Monitor Evaluator** as indicated by the overall rank order.

What is distinctive about my profile?

Your profile suggests that you have a strong sense of direction and a creative streak. Not only do you like producing ideas, but for you it is very important that they are put into operation. You respond well to difficult challenges, especially those that others would leave aside.

What is my personal contribution?

You are likely to contribute most when there are difficult problems to be tackled. Here you should try to build up your reputation, so that in time others will be able to rely on you. It is important that in whatever you undertake your basic drive shows through. Your profile is likely to be of greatest value in an environment where innovation is important and there is the possibility to direct others in pursuing your goals. However it is important to realise that it will take time to get to such a position. In the meantime, to develop your role, do not be afraid to explain to others when the occasion permits that 'I am not sure we are achieving all we can'. Similarly, make others aware of your position - 'wherever there is a problem, there is a solution'.

By allowing other people to recognise where your contribution lies, you are more likely to achieve personal fulfilment. Therefore it is important to present a clear image of yourself. If you do this successfully, you have a good chance of being respected for your independent views and strength of mind. However, there is a risk that others may view you as overbearing and even bossy in your desire to get things done. Therefore make sure you exercise adequate self-discipline. Give proper scope to the people around you. Do not attempt to do too much on your own. Show respect and restraint so that you are not viewed as a threat. Never win too many battles at any one time. Make sure that those around you are given the opportunity to work comfortably within their own preferred roles. By taking these measures, you are more likely to be appreciated and your strong points will come across without being let down by the areas in which you are not so strong.

How should I present myself at interviews?

When the time comes to enter the workplace, you will need to project a positive image of yourself at interviews. This can be achieved by talking about what you have been motivated by - for example, you might like to talk about how you like to develop ideas and then make them happen. You also like to achieve results. Illustrate what you are saying with evidence from an activity or study that you have undertaken. An interview is also the time for you to find out about the opportunity on offer. Ask about the potential career path for individuals like you. How soon could you expect some responsibility? However, be careful not to give the impression that in your impatience you want to change everything indiscriminately.

How should I make the best out of my profile?

The remarks above may give some idea of how you can use your strengths to advantage. But bear in mind that the desired opportunities will not always be there. Sometimes you will have to bide your time, take on another role, and sacrifice your natural behaviour. You should learn to do this in a disciplined way until the right openings occur. It is part of life that, for a while, all may not go in the direction you would wish. So consider the advantages of working with someone who is good in areas where you are weak. Such co-operation will leave intact your sense of personal identity, while allowing you to develop your interpersonal skills.

In your particular case, there is one area where you may need some help or support. Your need for personal involvement means that you are unsuited to the regular analysis of facts and figures, to monitoring progress and offering advice to others objectively. If you work closely with someone who is good at looking at all possibilities fairly and squarely, you are likely to gain in personal effectiveness.

What image do I currently project?

People tend to be more successful in life when they project themselves accurately. Others then know what to expect. People can then feel confident that they can trust you to behave as expected. So you should consider how your view of your own best role or roles corresponds with the view of others. Take a look at the Figures which summarise the picture - Assessment Results in Ranked Order and Pie Chart of Self versus Observers. The roles are presented so that you can compare the way in which you see yourself and the way in which others see you. In your case the two projections fit well together. Your personal strengths, as you understand them, are well supported by the views of others.

Another way of seeing how you are regarded is to examine the list of observations - List of Observers' Responses. Generally you are regarded as an individual who is challenging, creative, disciplined, imaginative, innovative, loyal, and perfectionist. You are also noted as being impatient. This need not be a disadvantage if you are able to foster a sense of urgency when there is a need to get something done. However, it could be a disadvantage if your impatience is interpreted as having scant regard for others.

Moving forward

Ask yourself whether you are happy with the picture these figures project. Do not get worried if some personal qualities are not seen at all. That may only mean that others may not have had a chance to see them. What is more important is how you are seen already. That is something on which you can build. Or you may feel you want to change the image. In that case you may need to change your visible behaviour. At your age you have time in which to bring this about. Later on it may be more difficult. So work out your strategy and discuss it with those who are close to you.

List of Observer Responses

It is important to look at the words at the top of this list as these are your main strengths and some of your behavioural characteristics most appreciated by others. This candidate is noted most as being imaginative, innovative, challenging, loyal and creative. Some words near the bottom of the list will have zero marks. It may be that those qualities have yet to be seen by those around you.

This 'sample' list shows words from Observers Assessments and their scores in descending order of popularity.

Word	Score
imaginative	6
innovative	5
challenging	5
loyal	5
creative	5
perfectionist	4
disciplined	4
impatient	4
original	4
inquisitive	4
brave	4
analytical	0
indecisive	0
not interested in others	0
resistant to change	0
critical	0
pessimistic	0
slow-moving	0
unadventurous	0
erratic	0
impulsive	0
inflexible	0

System Requirements

The **GetSet** software package will only work on computers which are compatible with IBM PC systems, and requires the following minimum specifications for operation:

- Windows 7.0, Vista, XP, 95, 98, 2000, ME, and NT
- A PC with a 486 processor (or higher) and at least 8 megabytes of memory
- A hard disk with 18 megabytes of free disk space and a CD-Rom drive
- A monitor and printer supported by Windows™

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