

ENTREPRENEURIAL STYLE AND SUCCESS INDICATOR



Identify your inherent entrepreneurial strengths and difficulties. Compare your character traits to those of other successful entrepreneurs. Learn specific ways to enhance your entrepreneurial effectiveness and success.

Name of Participant:
Sample Tester
Date of Assessment:
2011-09-30

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Entrepreneurial Style of Sample Tester



Entrepreneurship and entrepreneurs are an ever-growing segment of business world-wide. The statistics for long-term success, however, are less than attractive; 85 percent of all small businesses fail within the first five years of operation.

Success is not an accident; the information contained in the **ESSI** will provide you with a significant competitive advantage.

What is the *Entrepreneurial Style and Success Indicator*?

The *Entrepreneurial Style and Success Indicator* is a scientifically developed, learning and communication instrument. It is not a test that can be passed or failed.

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Success is not an accident; the information contained in **ESSI** and other CRG resources, such as the [Job Style Indicator](#) and [Values Preference Indicator](#), will provide you with a significant competitive advantage.

The **ESSI** can assist you to do the following:

- Identify your basic entrepreneurial style, which is the way you prefer to respond to time, tasks, people, and business situations
- Determine your inherent entrepreneurial tendencies, motivations, and propensities
- Gain improved self-awareness and self-knowledge, as well as greater understanding and acceptance of others in various entrepreneurial situations
- Recognize the consequences of your interpersonal style when discussing or conducting business with others in entrepreneurial circumstances
- Learn how to develop intrapreneurial potential within organizations
- Discover your typical reactions to stress and pressure and learn how to compensate for your weaknesses
- Better understand the style tendencies of others and learn respond to them more appropriately and profitably
- Determine your preferred work style and work environment to more intentionally select the best entrepreneurial venture, role, and responsibilities for you
- Enhance the efficiency and effectiveness of your own entrepreneurial ventures and business operations
- Develop a plan to increase your style flexibility and versatility, to respond more resourcefully to business problems or difficulties
- Facilitate team development through the careful assessment of team member strengths when working together on joint entrepreneurial enterprises

[Online Entrepreneurial Style and Success Indicator](#)

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The **ESSI** contains three main sections:

- The first section assesses your entrepreneurial style and explains how it is related to your success in different business situations.
- The second section assess how well your attitudes and previous experiences may already be providing you with suitable foundations for entrepreneurial achievement.
- The final section reveals how you can increase your potential for success as an entrepreneur by using practical suggestions for accenting your personal strengths and overcoming your weaknesses.

[Online Entrepreneurial Style and Success Indicator](#)

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Understanding Your Entrepreneurial Style and Success

We will get to your scores in a minute. First, let's outline the Entrepreneurial Development Factors. It will guide you to better understand your own and others' tendencies and provide increased clarity in self-understanding and improved relationships with others.

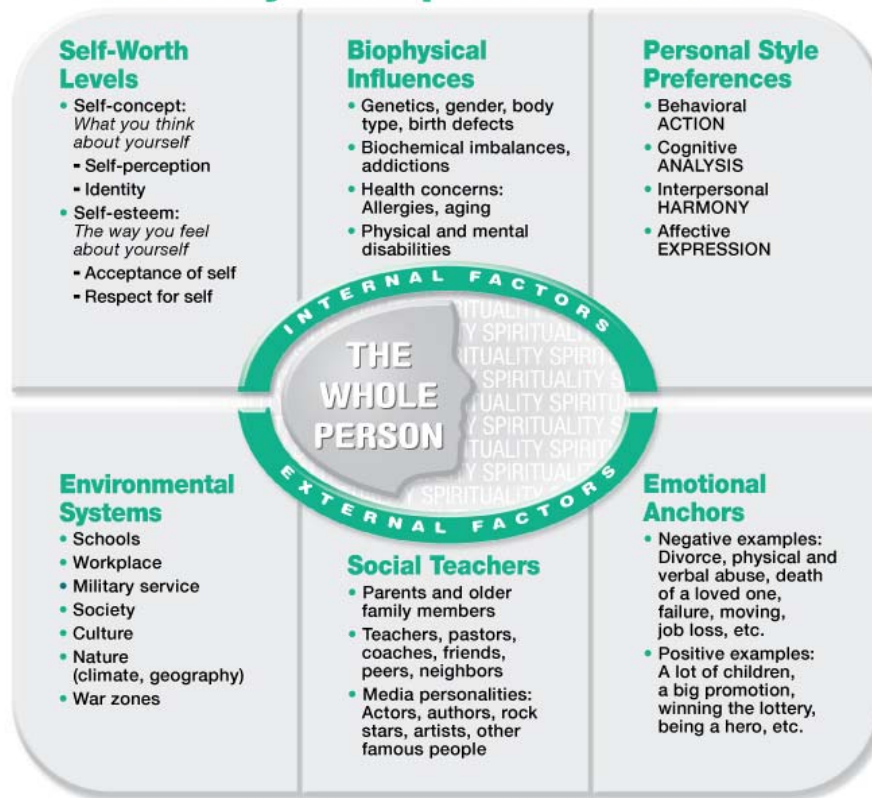
As you go through the sections, you will learn step-by-step how to understand and interpret your scores in the **Entrepreneurial Style and Success Indicator**.

Entrepreneurial style is only one aspect of your personality. First, we must acknowledge that human beings are more complex than just their entrepreneurial style. Even though it is an important part of your personality, your entrepreneurial style represents only one facet of you.

To simplify and explain this complexity, CRG created the **Entrepreneurial Development Factors Model**. (See illustration below) All these Factors at various levels have and are contributing to your Entrepreneurial/Intrapreneurial Success and Development. Each factor is self-evident, except perhaps Emotional Anchors, where a past experience (positive or negative) stirs an emotional reaction within. For example, bankruptcy is likely an example of a negative experience.

To learn more about the **Personality Development Factors Model**, buy the book, [Why Aren't You More Like Me?](#) available from CRG.

Personality Development Factors Model



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A Definition of Successful Entrepreneurship

Successful entrepreneurs are defined in this instrument as people who, by means of vision and hard work, have managed to achieve a measure of control over their own destinies and, at the same time, have developed a healthy balance in their lifestyles. The word "success" means overall success in all aspects of life; it does not refer to just business or financial success.

The **ESSI** will therefore assist you to assess the extent to which you have achieved this balance. It will also provide you with an opportunity to clarify a powerful plan for developing this kind of "total success" at the personal, interpersonal, organizational, and business levels.

The **ESSI** is designed to lead you in a systematic manner through the material. You will learn step-by-step how to understand and interpret your scores on the **Entrepreneurial Style Indicator** and the **Foundations of Entrepreneurship**. Style assessment is complex, yet when approached in a systematic manner, becomes more manageable. It offers you a tool for increased clarity in self-understanding, improved relationships with others, and increased business success. Therefore, you will be guided through the following ten steps, to better understand your own and others' tendencies.



STEP 1



Understanding Entrepreneurial Style

Many factors can determine your entrepreneurial style and how much style rigidity or flexibility you demonstrate. Your entrepreneurial style is created by a complex set of behaviors and attitudes that strongly affect the way you manage tasks, solve problems, and present yourself to others. It is determined partly by your past experiences and opportunities and also by other aspects of your personality.

Research reveals you are born with entrepreneurial style and that it is consistent throughout your lifetime. Your entrepreneurial style is your natural predisposition to perceive, approach, and interact with the environment, which includes time, people, tasks, and situations.

Theory and research indicate that four main styles are useful in describing human behavior. Understanding these four styles will provide you with valuable insights. It is also important to understand how your entrepreneurial style triggers much of your behavior and influences your entrepreneurial success and choices.

Entrepreneurial Style: Your Foundation

We all tend to view the world in our own personal ways. We each perceive, approach, and interact with our surroundings in a unique manner or "entrepreneurial style." Things you pay attention to, how you decide to act, and the people you prefer to be with are all influenced by the way you are naturally predisposed to behave.



This basic personal way of viewing the environment around you and reacting to it becomes the foundation upon which your style is built. Depending upon the roles in which you find yourself, you may develop interpersonal, counseling, decision-making, learning, and management and leadership styles. The way you view yourself influences how you will act in all areas of life. Your entrepreneurial style is one manifestation of the basic personal style that underlies all your behavior.

Studying the results of your entrepreneurial style assessment will provide you with an organized view of how you perceive yourself as an entrepreneur, while revealing some of the likely consequences of your style. As you become more keenly aware of those consequences, you can plan to develop greater style flexibility to increase your effectiveness in all work-related situations and in more informal social settings. The behaviors exhibited by your style do vary somewhat from person to person and from situation to situation. For the most part and for most people, however, they remain consistent over time.

The general pattern you exhibit is unique and distinct from the patterns of most other people. Gaining deeper understanding of the four style dimensions will assist you to appreciate the characteristics of other styles. You can apply this knowledge later, when you want to adjust your style to become more effective and to accomplish successful entrepreneurial results.

Depending on the situation, style-shifting is an important skill to develop. You can then gain the practical knowledge of how to be more flexible and effective with others without being unnatural or without compromising your strengths.

Choose to have others complete an *ESSI* for you.

If you want understanding of how others perceive you as an entrepreneur or intrapreneur, ask them to complete an *ESSI* about you. Over the years, we have found that this is a very insightful process. You can then compare the way you see yourself with the way that others see you. This strategy is great for helping interpersonal relationships, team-building, communications, leadership, venture and business partner selections, and many other applications. You may also complete the *ESSI* for another person, to help you become more effective with him or her.

Although the *ESSI* should never replace getting to know someone else personally, it can help you build credibility with others and create an awareness of others' needs. It can also help you plan your behavior and interactions with others.

Understanding the Four Entrepreneurial Style Dimensions

We give you permission to personalize this report to your own uniqueness. Ignore the comments that you feel do not apply to you. Identify statements you believe are true about yourself.

Behavioral

ACTION 48

This entrepreneurial style dimension is characterized by a strong tendency toward shaping the environment in ways that will achieve preconceived goals. Therefore, people who naturally operate mainly from this dimension are likely to seem self-oriented and driven, many times oblivious to other people's feelings and on a track of their own. In business they tend to be calculating risk-takers and often succeed because they tend to forge ahead to meet challenges with unusual fearlessness and energy.

The qualities inherent in this style quadrant, however, are not alone sufficient to set the stage for entrepreneurial success. This is because this style dimension lacks the intuitiveness required to sense the environment and make the creative adjustments that may be required to ensure success in a competitive and fast-changing world. Entrepreneurs, however, need this style dimension to compete in an aggressive business environment.

Cognitive

ANALYSIS 44

This style dimension is characterized by a strong tendency to control the environment in a defensive manner, to prevent vulnerability, and ensure against unpredictable events. Conducting feasibility studies and assessments of market potential would be typical precautions this entrepreneurial style might take prior to starting any new business operation.

This dimension moves toward goals and objectives that are a part of a master plan and is uncomfortable with changes based on flashes of inspiration or intuition. This can slow down experimentation and the quick assessment of many potentially effective business alternatives. The qualities inherent in this style quadrant do not make the entrepreneurial challenges of facing the unknown a pleasant or stimulating task. Worrying about what is not known or what is difficult to control is typical of this dimension, but the analytical powers inherent in this style are a definite asset in entrepreneurial ventures.

Interpersonal

HARMONY 34

This style dimension is characterized by a strong tendency to adapt to people and surroundings to promote harmony and comfort for self and others. The approaching of life and people in a practical, friendly, and naturally warm manner is the mark of this style dimension. Adaptation to all other styles is the typical trait of this style, providing there is the desired security and balance needed and preferred by those who score higher in this style dimension. A desire to support others to gain a sense of validation and approval is also a natural tendency of this style dimension.

A high score in this dimension would indicate a reluctance to move quickly to test and adjust to the unpredictable, thus inhibiting the constant scanning and shifting required to be successful in an ever-changing and competitive

Affective

EXPRESSION 34

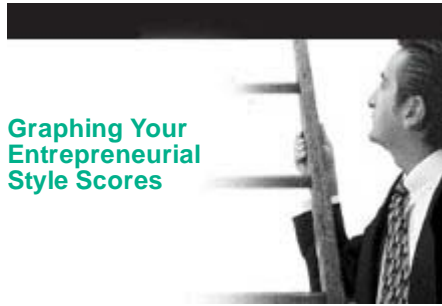
This style dimension is characterized by a strong tendency to explore the environment intuitively and interact with it to see what occurs as a result. Spontaneous expression of ideas and feelings marks the natural tendency of this style dimension. People with a natural tendency toward this dimension often are attempting to influence and network with others through the creative media of speaking, writing, publishing, marketing, sales, art, and music. They would like to sell others on themselves and on ideas or products they believe will be helpful or profitable.

They may tend to go out of their way to help others (even if it inconveniences them) because often they believe in the value of people. The spontaneous, excited, extroverted, and exploratory nature of this style

marketplace. This style dimension by itself is not characterized by strong risk-taking behavior.

dimension lends itself well to intuitive entrepreneurial testing and to influencing others in profitable business interchanges.

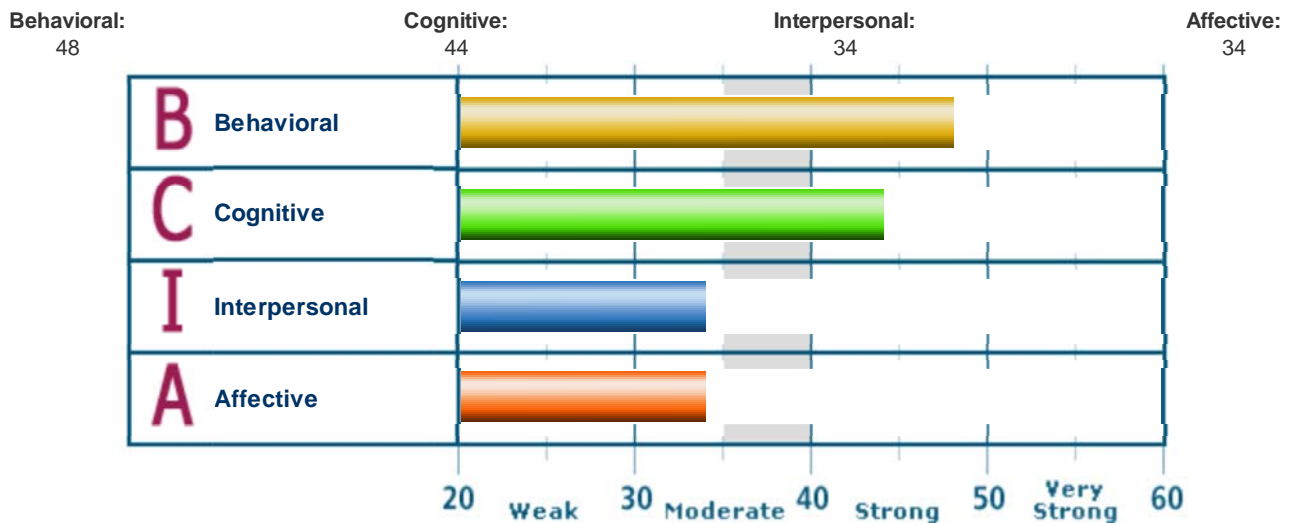
STEP TWO



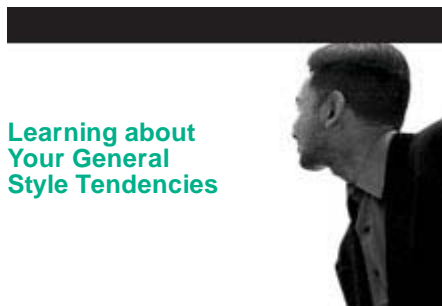
Graphing Your Entrepreneurial Style Scores

Now you have a visual graph that represents your style pattern. Here is what this might mean to you.

- Each of us has all four dimensions, in varying intensities.
- The higher your score in one of the dimensions, the more likely this dimension is influencing the way you perceive, approach, and interact with the environment.
- The opposite is true for your lower scores. The lower your score in a style dimension, the less likely that dimension is influencing your choices and your decision-making.



STEP THREE



Learning about Your General Style Tendencies

There is no right or wrong answer or distribution of numbers.

The majority of individuals will have two scores above 40 and two scores below 40. Some will have only one score above 40; others will have three scores 40 and above. A small percentage of the population has all four scores within 4 to 5 points.

The combination of your four scores makes up your style pattern. To deepen your understanding of the general style tendencies of each dimension, carefully read the description of each style quadrant to gain an understanding of the general orientation, typical strengths, and common difficulties of each dimension.

We give you permission to personalize this report to your own uniqueness. Ignore the comments that you feel do not apply to you. Identify statements you believe are true about yourself.

Understanding Your General Style Tendencies

Behavioral

ACTION

48

Cognitive

ANALYSIS

44

General Business Orientation:

To tasks: **wants immediate results**
 To people: **seeks independence**
 To problems: **is tactical and strategic**
 To stress: **doubles efforts**
 To time: **lives in future and present**

Typical Entrepreneurial Strengths:

Acts swiftly to gain advantage
 Is inventive and productive
 Shows endurance under stress
 Is goal- and results-driven
 Can detect business potentials

Common Difficulties:

Can be too forceful or impatient
 Can often think his/her way is best
 Can be insensitive to others
 Can be manipulative or forceful
 Can be lonely or stressed

General Business Orientation:

To tasks: **wants quality control**
 To people: **seeks predictability**
 To problems: **analyzes data**
 To stress: **withdraws**
 To time: **lives in past and future**

Typical Entrepreneurial Strengths:

Acts cautiously to avoid errors
 Analyzes systems critically
 Sets up low-stress life/work spaces
 Can handle important details well
 Can disperse information efficiently

Common Difficulties:

Can bog down in details and lose time
 Can be too critical and finicky
 Can be overly sensitive to feedback
 Can seem to be lacking in courage
 Can be too self-sufficient, alone

Interpersonal**HARMONY****34****General Business Orientation:**

To tasks: **is a reliable performer**
 To people: **seeks to help others**
 To problems: **wants practical solutions**
 To stress: **adjusts to it**
 To time: **lives in present**

Typical Entrepreneurial Strengths:

Promotes harmony and balance
 Is reliable and consistent
 Is warm and supportive of others
 Sees the obvious that others miss
 Is often relaxed, easy-going

Common Difficulties:

Can be too easy-going and accepting
 Can be easily used by others
 Can become bitter if unappreciated
 Can be low in self-worth
 Can be reluctant to take risks

Affective**EXPRESSION****34****General Business Orientation:**

To tasks: **influences people first**
 To people: **seeks to establish contacts**
 To problems: **is intuitive and creative**
 To stress: **escapes from it**
 To time: **lives in present and future**

Typical Entrepreneurial Strengths:

Acts creatively on intuition
 Is resilient in times of stress
 Wants everyone to succeed together
 Develops a large and strong network
 Is often willing to help others

Common Difficulties:

Can lose track of time
 Can overwork and overindulge
 Can be too talkative
 Can lose objectivity, be emotional
 Can be too self-assured

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Sample Tester**Your Summarized and In-Depth Interpretations**

Note: Again, feel free to make this your own personalized report. As you read your interpretations below, ignore the interpretive comments that you feel do not apply to you. Identify the comments that describe you most accurately.



Be aware that the main difference between primary and secondary patterns is that when we are under pressure (challenged, stressed out, frightened, etc.) we move to our strengths and away from our weaknesses and moderate strengths. This means you will be affected most by your primary pattern when you are under pressure. The secondary pattern tends to come into play when we feel safe within the environment - when we can relax.

The majority of individuals have two dimensions 40 or above. There is, however, one exception to the rule of highest score first. On some occasions, individuals will have two scores 40 or over within 5 points. In that case, you would read two Interpretive Summaries.

A percentage of people will have three scores of 40 and over. In this case, one of the Triple-High Patterns will apply.

Finally, a percentage of individuals will have all four of their scores within 4 to 5 points of each other. It means by default that all your scores will be close to the midline of 40, therefore the Synergistic Style Pattern will apply.

Exercising Caution when Assessing Your Own and Others' Styles

We should never pigeonhole individuals or try to stuff someone into a personality "box." When provided with crisp, neat categories, the temptation is to use these models as a shortcut for getting to know people. The

models were intended to provide clarity and insight about a person's personality, which is constantly changing, somewhat unpredictable, and often a surprise to even careful observers.

Some people have said of others, "Oh, he's a Cognitive type" or "She's an Affective type," pronouncing clear judgment of another person's personality. This type of simplistic thinking is to be avoided, especially when you share style patterns with friends, co-workers, or family members.

The **Entrepreneurial Style Indicator** is just that: an indicator, not a test. It is meant to provide a common language to assist you in understanding your self and in

communicating with others regarding the important issue of entrepreneurial styles.

How Your Pattern(s) were Determined

The patterns shown below have been chosen based on the following three rules:

1. All style scores above 40 definitely indicate your preference for style behaviors and tendencies and therefore determine your Primary Style Pattern. Your scores are ranked by putting your highest score first. There is, however, one exception - you may have two scores 40 or over within 5 points. In that case, you would read two Interpretations.
2. Any style scores which are between 35 and 39 should be considered as a dimension of style which you may sometimes prefer. Your Secondary Style Pattern is determined by including all your scores 35 and above ending up with a Triple-High or even a Synergistic Pattern.
3. Any style scores that are below 35 definitely indicate your tendency not to prefer behaviors and tendencies typical of those dimensions.

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STEP FOUR



Your Summarized and In-Depth Interpretations

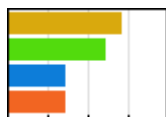
We will outline the process on how your style pattern(s) were determined. As mentioned earlier, the combination of your four scores (patterns) reflects your personal style. Most of us will have one, perhaps two, or even a maximum of three interpretive summaries with which we best identify.

Everybody has all four personal style dimensions within them. It is the combination of the intensity levels for the four dimensions which determine the personal style pattern. The pattern represents the overall impact all four dimensions have upon the individual's personality and behavior. It also indicates how naturally flexible you are to "shift" out of one dimension and into another. The combination of dimensional scores determines two different types of patterns, primary and secondary.

Primary Pattern

B & C

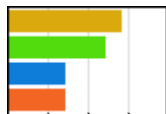
Self-Reliant



With frequently higher success-factor scores, individuals with this personal entrepreneurial style are higher in the behavioral and cognitive dimensions and tend to be more logical and analytical than people with any of the other patterns. These people want quality business results and therefore try to be in control so that no mistakes will occur. There is often a war going on inside these sorts of people, however, because on one hand, they have a strong drive for immediate accomplishment but, at the same time, they are held back by their high need for quality. People with this style often show great determination and carefulness when doing tasks they consider important, but can have difficulty in getting along with other associates in business partnerships or contractual interchanges because of their combined tendencies to be forceful and critically argumentative.

C & B

Calculating



With usually mid-range success-factor scores, people with a calculating entrepreneurial style are predominantly systematic in their attempts at entrepreneurial endeavors. They may be most successful with entrepreneurial ventures that seek to promote learning or to sell information. Their non-verbal signals often show restraint in the expression of feelings, including little show of emotion through the use of the face, eyes, and hands. They prefer being in control in their interactions with people and tasks because of their strong need for both high quality and production. There can be great internal pressure within these people because they are being pulled in two directions. One direction calls for accuracy and quality; the other direction demands decisiveness and immediate action. This is why it is difficult for them to take uncalculated risks. Others may respect these people's ability to work hard, but may seldom enjoy their friendship because they rarely seem to relax. This type of person often underestimates the value of play—at work or at home.

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In-Depth Interpretation(s)

Primary Pattern

B & C Self-Reliant

Entrepreneurial Tendencies

Those with this **self-reliant** style tend to prefer task/business situations that permit them to be in total control of outcomes. They appear to others to be somewhat aloof, very driven, and they are often perceived as insensitive by those with whom they work

(particularly subordinates). They often function best and achieve maximum results when they are sufficiently charismatic to engender support by others. **Self-reliant** types frequently seek to take over task/business situations after others have failed because it provides a rationale for being provided with the authority for total control.

Unlike many *action*-oriented types, these entrepreneurs are more likely to build organizations that are very dependent upon others and to expend considerable effort attempting to improve their Interpersonal relationships to achieve organizational results. They are often not as cavalier as entrepreneurs with other patterns because of a strong need to be right and to prove they can “do it.” This causes them to be somewhat cautious and determined and often strongly reliant on the acquisition of more and better information to reduce risk.

Entrepreneurial Strengths

Self-reliant people can be very strong in achieving entrepreneurial results in a brilliantly analytical manner. They are likely to be drivers who give it all they’re worth when faced with a project that promises financial reward and power. Sometimes, as a result of this dynamism, they can be perceived as “above the rest” and somewhat stuffy or lukewarm toward others. This is because whatever social and Interpersonal inclinations they possess are often overshadowed by their desire to accomplish tasks and get high-quality results.

They can be sensitive in noticing others but usually, it is in an overly analytic rather than emotionally sensitive manner. Their need to secure high-quality results increases their willingness to establish positive relationships with others more than most individuals with the other Behavioral style patterns. Some people can get the feeling, however, that **self-reliant** people are just appearing to be “nice” as a deliberate design to influence others toward a predetermined goal.

They can often be counted on to initiate and follow through with valuable changes because they are critical enough (a Cognitive tendency) to detect problems; they are also far-sighted enough (a Behavioral tendency) to generate clever alternatives and strategies. They can be assertive in taking remedial *actions* to ensure that problems are corrected. Because of their strong orientation toward future events and their affinity for logical thinking, they often foresee many negative consequences of a plan in advance and therefore are keen in predicting and preventing potential problems from materializing.

Typical Difficulties

People with the **self-reliant** style can be too quick and critical with people, often at the expense of good relations. They tend to be too critical (Cognitive tendency) and impatient (Behavioral tendency) with others who are slow or with those whose work is not of the highest quality. They can be insensitive to the point of discouraging others by overburdening them with commentary and feedback, turning a performance review into a lecture. Sometimes a person with this style pattern is inclined to justify his or her criticisms of others by suggesting these people deserved a “kick up the backside” to motivate them.

Self-reliant people’s frequent lack of skill with Interpersonal communication can leave quite a bit of emotional distance and even disturbance between them and other people. Quite often, these individuals have only a few close friends—sometimes none. They seem to lack both humor and emotional support in their approach to others because of their extreme orientation toward getting tasks done. Others sometimes describe this type of person as being too serious and unhealthy preoccupied with nothing but work, work, work.

People with this **self-reliant** style will also many times fail to see how unresolved problems and difficulties in relationships with other people can impede productivity and harmony in business negotiations or joint ventures. They tend to label people who complain as “whiners,” rather than to genuinely listen to what they may have to say.

To succeed and achieve better entrepreneurial results, these types of people often avoid situations where they might be wrong or “lose face” in front of others. They tend to want to build an image or mystique of flawlessness. To do this, they often choose to work by themselves and control the presentation of their work to others. These types of people can often feel they are carrying a heavy load because of their tendency to get it done “right” themselves.

Making effective decisions can be difficult for those who have this style type because they often want all the available data before embarking on a new direction. They are quick to make routine decisions but when it is critical that a decision be made on a major issue, they can become “foot-draggers” until all the “research” is collected for careful analysis. They tend to become bored and/or unmotivated when unchallenging repetition is a required part of a project.

Typical Response to Stress

Self-reliant types tend to feel very restrained when their goals, projects, plans, or climb for prestige or power are blocked. Having their avenues for success temporarily blocked is perhaps their greatest cause of personal distress. They can get depressed and moody under stress because their intense drive for quality success has no immediate avenue for expression.

They can, however, be very caustic toward others, “blow up” when the pressure is on, then critically accost others for being too “sensitive” when they get upset at their blow-ups. After such incidents, the aggression is likely to be re-channeled in the form of a strategic plan that allows them to capitalize on the power of their positions, the force of their own personalities, and the opportunities of the moment.

Management and Leadership Implications

Since the Interpersonal and Affective sides of these people tend to be undeveloped or not preferred, these people tend to make

better business managers than strong leaders of people because they are not naturally predisposed toward achieving team results. If people with this style configuration also have a relatively high degree of style inflexibility and an attitude that they should always be in command, their overpowering presence can actually demoralize an already well-functioning team of co-workers. This can harm creativity and productivity. If people with this style can develop better Interpersonal communication skills and increase style flexibility, they can strike a much-desired balance between managing tasks and leading people toward corporate success.

Recommendations for Enhancing Entrepreneurial Success

To improve business interchanges, these individuals need to become more considerate and more emotionally open and responsive to others. They could learn to be more constructive in getting conflict out in the open and resolving it, using effective listening, understanding, and assertiveness skills. Therefore, Interpersonal communication is one key skill area the **self-reliant** type could develop to increase effectiveness.

Receiving some training from a professional in Interpersonal communication could be important for personal emotional health and family and business relations. People with the **self-reliant** style are likely to want to improve Interpersonal communication with friends, in families, and in organizations when they can see clearly that higher-quality human relationships result in better organizational productivity and personal health. Developing increased style flexibility in the harmonious and expressive dimensions when interacting with others will produce positive results.

Stress and health-management skills, such as deep relaxation techniques, aerobic exercise, and career and life planning, are also important skills for people with this entrepreneurial style to learn and practice. Forgiving others for having wronged them (and forgiving themselves for past mistakes or poor decisions) will also help **self-reliant** people avoid the rather destructive emotional and Interpersonal consequences of seeking reprisals or revenge. Finally, relaxing more, learning to laugh more at the ups and downs of life or business, and allowing more time for physical exercise and recreation could be of immense benefit.

2nd Primary Pattern

C & B Calculating

Entrepreneurial Tendencies

Entrepreneurs with a **calculating** pattern are very *action*-oriented, but also strongly analytical and hence tend to procrastinate in decision-making. They function best in entrepreneurial environments where there isn't a necessity to rely on data to produce results. They can be reasonably sensitive to the feelings of others but, at the same time, are quite demanding of specific results.

They exhibit a good deal of energy but are often intolerant of others who fail to keep up the pace or concentration that people with the **calculating** pattern perceive as equal to their own. They tend to become more aggressive and decisive when their efforts are thwarted by people or circumstances not immediately within their control. Sometimes they will even do things such as hire people they must push to get performance out of them. These conditions seem to drive them to more dynamic *action*.

Entrepreneurial Strengths

This style type has strengths that include the ability to be both sensitive and challenging at the same time. The **calculating** style can be very receptive to what is happening but is willing to move into the field of play rather than sit and watch from the sidelines. Discovering new ways to get things done systematically is another notable strength of people with this style pattern.

Though appearing to have moderate to high energy levels and though seeming to be somewhat intense in manner, people with this style are careful about how they treat other people. They are often strategic, cautious, and deliberate in the way they go about solving business or interpersonal problems. Their tendency to analyze beforehand the consequences of what is said or done in a situation will temper and counterbalance their opposite tendency to act on impulse and make an impact. Another asset of this style is that it has an important combination of qualities—such as patience, concentration, and attention to detail—that are required for many highly technical projects.

Typical Difficulties

Indecisiveness is often a concern for **calculating** type of people if they tend to review too much data before deciding on a course of *action*. This can slow down their ability to solve problems creatively because they allow themselves to become bogged down with considering in theory too many alternatives when they would do better to risk trying some of the possibilities open to them.

Sometimes they will know what is needed but fail to act swiftly enough to secure it. At other times, they will start out attempting to assess too many options, then later be forced to grab at the nearest solution because they have misjudged the time available. Nevertheless, when forced to pick and choose and then act, they will most often respond successfully.

Calculating individuals find it difficult to adjust to unexpected changes and can become very frustrated or angry if someone gets in their way. They can change gears dramatically and race toward securing a decision and defending their territory when the security of having plenty of time for careful analysis is threatened or fails to offer the desired results.

People with this type of style can become physically taut and emotionally drained when things aren't going as they expect. In fact, they can at times seem to have sudden swings in mood and temperament, verging on the proverbial Dr. Jekyll and Mr. Hyde syndrome—restrained and mild-mannered in most instances, but suddenly aggressive when cornered or blocked.

Typical Response to Stress

People with this style type tend to accumulate tension slowly over a long period of time and then “blow off steam” suddenly without warning. Yet they have more of a tendency to accumulate stress than to release it. Therefore, withdrawing into themselves and retreating from danger can also be as typical as lashing out when under stress. After the event, however, we may see this person “re-grouping” his or her resources and energies, emerging afterward with new vitality and fresh ideas.

During times of heavy stress, an intense need for affection and appreciation can emerge—especially for people with this style—because they typically feel they do not get enough of either and often respond well to plenty of both. Typical reactions to stress for them include increased muscle tension, frequent migraine-like headaches, and high irritability (particularly with people performing below the expected standard). These people can get depressed if their endeavors do not allow ample opportunity for high levels of achievement and status.

Management and Leadership Implications

People with this style tend to find management and leadership roles somewhat difficult to assume because they do not find other people easy to manipulate or direct; they often believe they must “control” people to ensure that high-quality results are obtained within short time periods. They can, however, successfully manage people on projects where the assisting person possesses considerable technical know-how or experience—and thus does not often need to be given strong direction or training beforehand—to accomplish concrete results.

Calculating types need highly motivated people around them at work. This helps prevent them from becoming easily discouraged, wanting to try to take on the project all by themselves or feeling they must discard the project rather than tolerate the “incompetency” of others. They can manage quite well a team that has already been established and can keep everything running smoothly. Under these circumstances, they can feel the success of being in control of producing a quality product or service.

Recommendations for Enhancing Entrepreneurial Success

To improve effectiveness, people with this style would benefit from developing flexibility in their thinking and in their interpersonal relations. They also need to set a more realistic pace for themselves, becoming more patient and metered in their achievement of

results. They also need to develop more clearly articulated goals and more realistic expectations of what is possible or practical.

Through leaning on their Cognitive prowess, they can develop careful business plans, which will assist them in the implementation of their ideas. They need to guard against trying to accomplish too much too quickly or their emotional or physical health may suffer. This type of person could also learn to stop being overly critical of self and others in many instances where this is counter-productive, unnecessary, or destructive.

Once introduced to an effective training program in Interpersonal skills, people with this style type can easily become highly effective communicators—because they possess not only the stamina and motivation to be good at whatever they attempt, they also possess an enduring need to achieve positive recognition along the way.

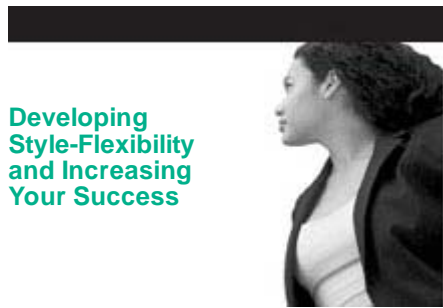
As a result, things that once were difficult areas for them can be transformed into strengths. Business can be easier and more effective with the addition of these refined Interpersonal skills.

Engaging in at least twice-weekly sports activities and cardiovascular exercises can help release blocked tensions and unexpressed emotions. Practicing deep relaxation techniques on a regular basis that assist in decreasing muscle and nervous tension would also be helpful.

These types of people often “soften” their personal styles somewhat when more leisure, play, and recreation is introduced, as long as they permit themselves to let go of their need “to win” or “to be the best” at everything they do. Many times their incessant striving can get in the way of a healthy balance in life that can promote long-term business success.

If they have not done so already, they could also develop computer literacy so they can take advantage of their greatest strength (their Cognitive talents) by using the amplified analytical powers of the computer.

STEP FIVE



Developing Style-Flexibility and Increasing Your Success

To be successful, most businesses need all the styles, at various levels.

You can now use the powerful information found in the ESSI to establish your winning team and determine the entrepreneurial venture/responsibilities that best reflect your strengths and interests.

Entrepreneurial success is highly influenced by matching the nature of the venture to the entrepreneurial style of the person. If you are in a business or if responsibilities within a business are clashing with your natural entrepreneurial style, we know that over time, this will not only be stressful, it will effectively lower your success level and maybe even result in failure.

Entrepreneurs probably need to develop style flexibility in the interpersonal and human relations area more than most people, because they tend to be so self-oriented and preoccupied with the tasks of doing business. This step can assist you to gain insight into the needs of people with other style patterns and the approach to which they best respond, if you choose to shift your style to improve your effectiveness with these people.

After you are able to recognize behavioral style patterns in your own and in others' behavior, you will be better prepared to develop your social awareness and versatility. Each of us already has a capacity for a certain amount of flexible behavior toward another person or tasks, depending on the needs of the moment. The further development of your awareness of self and others will allow you to be more intentional and conscious in your entrepreneurial and business ventures and when dealing with others.

Style-Matching to Avoid Style-Clashing

We can clash with others simply by virtue of our natures. People naturally get along with some people better than others. Those people with whom we have style clashes can be respected and valued more if we are willing and able to shift into behavioral patterns with which they are more comfortable. This is not to say we should stop being ourselves, but we can learn to be ourselves in ways that are more effective in adapting to others' styles. If we can only be with people “like us,” we will immediately put our entrepreneurial success and potential at risk.

Style-Shifting Guidelines

The diagram below illustrates the five steps for effective style-shifting. Guidelines to assist you to become more aware of how you might behave differently with various types of people who, in some situations, exhibit and prefer behavior different from yours.



Style-Shifting Guidelines

In the four style boxes below, you may want to note the names of people with whom you wish to style-shift.

Behavioral

ACTION
48
Want others to:

Give them summarized facts
Respect their judgments
Support them to reach goals
Cope with unwanted details
Cooperate with them

Get most upset when others:

Are too slow
Get in their way
Talk too much
Try to be in control
Waste time

Respond best to:

Direct, honest confrontations
Logical, rational arguments
Fair, open competition
An impersonal approach
Getting results quickly

Cognitive

ANALYSIS
44
Want others to:

Give them detailed information
Ask for their opinions
Not interrupt their work
Treat them with respect
Do quality work the first time

Get most upset when others:

Move ahead too quickly
Don't give them enough time
Are vague in their communications
Don't appreciate their efforts
Are too personal or emotional

Respond best to:

Diplomatic, factual, challenges
Arguments based on known facts
Freedom from competitive strain
Friendliness, not personal contact
Doing tasks well and completely

Interpersonal

HARMONY
34
Want others to:

Make them feel like they belong
Appreciate them for their efforts
Be kind, considerate, thoughtful
Trust them with important tasks
Value them as persons

Get most upset when others:

Get angry, blow up, or are mean
Demand that they be too mobile
Take advantage of their goodness
Are manipulative or unfair

Affective

EXPRESSION
34
Want others to:

Give them opportunity to speak
Admire their achievements
Be influenced in some ways
Take care of details for them
Value their opinions

Get most upset when others:

Are too task-oriented
Confine them to one place
Are not interested in them
Compete for and win attention

Are judgmental of others

Respond best to:

- A gradual approach to being challenged
- A factual, practical approach
- Comfortable, friendly times
- Respecting their boundaries
- Conventional, established ways

Seem judgmental of them

Respond best to:

- Being challenged in a kind way
- An influencing, sales approach
- Enjoyable competitions
- Affection and personal contact
- Having a good time

Assessing Entrepreneurial Attitudes and Experiences

Your personal entrepreneurial style is clearly one factor that will influence the degree of success you experience as an entrepreneur. The more you understand how you naturally tend to approach different business situations, the more you increase the possibilities for adjusting your behavior to suit prevailing business conditions and your ventures' needs.

Yet there are other equally important factors influencing your entrepreneurial success. Your appreciation of your background circumstances and previous situations, in combination with your feelings toward these past experiences, can continue to affect your work, business behavior, and entrepreneurial success.

Many of these areas are identified in the **Entrepreneurial Development Factors** you reviewed earlier in the *ESSI*.

Here, we will call these other circumstances and your attitudes about business and entrepreneurship your **Foundations of Entrepreneurship**.

In this section of the *ESSI*, now that you have established your **Foundations of Entrepreneurship**, you will gain valuable insight into your overall entrepreneurial potential, the relative importance of certain factors, and how they are often closely associated with achievement as an entrepreneur.



Your Entrepreneurship Success Factors



The questions and content in the **Foundations of Entrepreneurship Assessment** were developed from research with more than 4000 entrepreneurs. Your responses identify the extent to which you may possess "success factors" similar to those shared by successful entrepreneurs. Therefore, the higher your numerical score, the more your background, experiences, and attitudes are similar to these successful entrepreneurs.

The high statistical relationship between the success factors and entrepreneurial accomplishment in the research data would not have occurred by chance. It is not possible, however, to completely predict an entrepreneur's level of success solely from the "success factors." A low total score on the **Foundations of Entrepreneurship Assessment** does not mean you cannot (or never will) be successful as an entrepreneur, just as a high score does not indicate that you definitely will be successful. There are some exceptions where successful entrepreneurs have not achieved high scores on the **Foundations of Entrepreneurship Assessment** and where unsuccessful entrepreneurs have scored above 200.

The research, however, is clear: those with higher scores will likely have an easier and more successful time making a go of an entrepreneurial endeavor than those with lower scores. We encourage you to use the success factors to better understand your orientation to other successful individuals and to develop entrepreneurial strategies based on this new information.

Entrepreneurship Score

Entrepreneurship Score									Score	154
Low			Medium			High				
28	56	84	112	140	168	196	224	252	280	

Norms for General Interpretation

Norms for entrepreneurs assessed indicate there are three ranges of scores:

Lower Scores = 28 to 103: A score within this range would generally indicate you have few attitudes and previous experiences similar to successful entrepreneurs and that for you, entrepreneurship may be experienced as undesirable, unnatural, or challenging.

Medium Scores = 104 to 204: A score within this range would generally indicate you have somewhat similar attitudes and previous experiences to successful entrepreneurs and you may experience entrepreneurship as desirable, motivating, and stimulating.

Higher Scores = 205 to 280: A score within this range would generally indicate you have very similar attitudes and previous experiences to successful entrepreneurs. You likely find entrepreneurship a highly desirable, exciting, and fulfilling approach to life and work.

Your Future Development

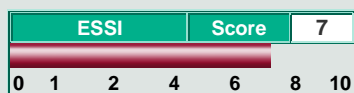
Whatever your score, it is only an indication of your "current potential" for success. Your "future potential" is another matter that will largely depend upon your openness to personal and professional development. At the end of this report, you will be given an opportunity to reflect on both your entrepreneurial style and your success factors results, so you can design a plan to increase your success. But first, please spend some time studying and better understanding the success factors common to successful entrepreneurs and how they compare to your own. Make notes in the space provided so you can take action on your key findings and insights.

Why do successful entrepreneurs tend to score higher on the **Foundations for Entrepreneurship Assessment**? How are the 28 success factors related to entrepreneurial achievement? Below is a summary report of the answers available from the research. All the statements from the previous assessment are examined in turn.

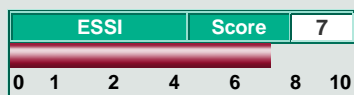


Instructions

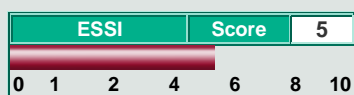
Review the research on the factors, with the objective of better understanding the mindset, attitudes, and background of successful entrepreneurs. Then make mental or written notes on how you compare to those factors. When a question references your historical background, which is unchangeable, simply determine what you have to change so those desirable characteristics can be more present in the future. Ask yourself what specific action steps you can take to develop in areas where you scored lower. Also, acknowledge where you scored higher and use those entrepreneurial foundations as strengths to help build your venture.



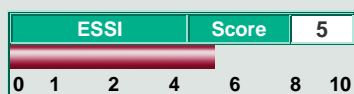
1. Successful entrepreneurs have often had an early inclination toward hard work and achievement. This does not diminish even as they grow older.



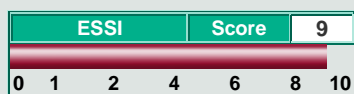
2. Successful entrepreneurs often have a craving for additional income.



3. Successful entrepreneurs have a strong desire for economic security, but even if they possessed millions of dollars, they would be unwilling to opt for an easier lifestyle where they had less work to do.



4. Successful entrepreneurs tend to establish somewhat difficult barriers, such as incurring debt, as a means of motivating themselves.



5. Successful entrepreneurs are self-starters; they had an income-producing job or their own

Entrepreneurs tend to be "workaholics" motivated to spend almost all their available time working at one or more commercial endeavors. Unlike their non-entrepreneurial peers, these people's capacity to work hard over long hours does not diminish with chronological age. For many of them, the advancing years provoke a recognition that "time is short" and that increased effort is required to accomplish entrepreneurial objectives, including retirement goals.



Entrepreneurs are highly motivated toward achieving higher levels of income and accumulating wealth. They use that income first to improve their standard of living, then to accumulate wealth beyond the level necessary to support their desired lifestyle. The pursuit of higher levels of income to accumulate wealth does not stop even when accumulated wealth is sufficient to cease active work (without a reduction in living standard). The quest for increased income becomes, in time, more of a game. It serves as only one measurement device for assessing independent success.



The vast majority of entrepreneurs seek a high level of economic security. They aspire, particularly early in their careers, to earn sufficient income to enable the accumulation of wealth to reach a level that would enable them to stop working without a reduction in the quality of the lifestyle they have achieved. Yet, very few take advantage of the options (such as early retirement) that such security affords. It is as though they want the right to not get out of bed in the morning, even though they nearly always get up and get on with the business of making money.



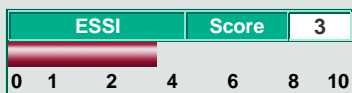
Successful entrepreneurs consciously erect barriers as a means of self-motivation. Financial indebtedness is the most common barrier established. These barriers are genuine but not so immense as to be insurmountable. In this way, entrepreneurs often obligate themselves as a means of galvanizing themselves into action. These entrepreneurs seem to thrive on having an obstacle to overcome. Although other people often perceive what they doing as taking unnecessarily dangerous risks, in the entrepreneur's mind the risks are reasonable and manageable.



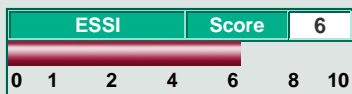
One of the most common characteristics of entrepreneurs is starting work early. They may have held a job very early in life or started their own business on a formal or informal basis. A great number of them report early experience with work, whether it was delivering newspapers, mowing lawns, babysitting, or even operating miniature companies that manufactured and sold products. Even when entrepreneurs don't report early formal job or business experience, an exploration of early activities usually



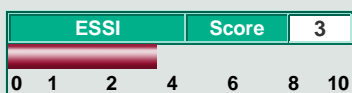
business before age 15.



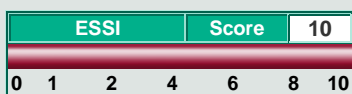
6. Successful entrepreneurs have been fired from at least one job or have quit a job in the anticipation they were about to be fired.



7. Successful entrepreneurs have often made deals with people to gain financially.



8. Successful entrepreneurs exhibit a strong need early in life to take charge of situations and to be the one in control.



9. Successful entrepreneurs often grew up in families where they were the first-born, first-born of their gender, or an only child.



10. Successful entrepreneurs often experienced a lack of money and severe economic hardship during childhood.

reveals some type of income-producing activity in their early adolescence, including such things as gambling with peers or trading comic books.

Frustration with and/or inability to work well as an employee is a very common experience for most entrepreneurs. Entrepreneurs generally do not prefer to be employees. They tend to be either unable or unwilling to take direction from others and are uncomfortable in subordinate positions. They often mask that dislike or inability early in their careers, to achieve the necessary business experience before venturing on their own. Consequently, being fired (or quitting in the anticipation of being fired) is an experience many entrepreneurs share.

Entrepreneurs seem to be predisposed to make money and preoccupied with trying to find ways to do it. Analysis of the behavior of entrepreneurs as children and in early adult life reflects the early development of this characteristic. The true entrepreneur seems to be unable to control the desire to assess the financial potential of a situation. Whether working as an employee for someone else or as the proprietor of a company, the entrepreneur always seems to be trying to figure out new ways to put deals together or come up with some new scheme for making money.

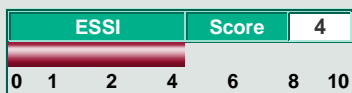
This characteristic of the entrepreneur is closely associated with the fact that most do not make good employees. Even at an early age, entrepreneurs demonstrate a strong propensity to be in control of all situations, economic and non-economic. They usually are optimally effective when in positions of control and power. Many are quick decision-makers; they frequently operate from well-defined personal beliefs that cause them to be somewhat intolerant of shared decision-making with those of differing views as being an unnecessarily dangerous risk. Despite their desires for control, they are often perceived as being noncommittal or even wishy-washy about concerns that are of importance to others. Entrepreneurs tend only to desire control over matters relevant to their own interests. Often they lack a sensitivity to the concerns of others that results in others sometimes viewing them as self-serving, crass, and insensitive. As successful entrepreneurs develop style-flexibility, they can choose to attend more to the concerns of others and, as a consequence, see improved interpersonal relations and positive financial results.

A common characteristic of the upbringing of entrepreneurs, sometimes also associated with being the first-born or first-born of their gender, is experiencing from their parents high expectations and strong pressure to succeed in everything attempted. Most entrepreneurs develop within family situations where a high level of expectation is the norm. Interestingly, this pressure to achieve does not always translate into academic achievement. Yet even those who do not excel academically usually achieve considerable success in other walks of life. Many entrepreneurs who do not do well scholastically indicate that the school environment did not sufficiently challenge or motivate them, particularly in the early years of school.

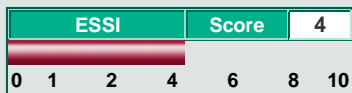
In the developed world today, most people are spared the dire effects of extreme poverty that were common 100 years ago and that are still experienced by many millions of people in the Third World. The development of social welfare programs dealing with health, unemployment, and old age have tended to reduce the number of people who experience economic deprivation. Yet even today, the experience of some degree of financial hardship in their childhood is usually associated with entrepreneurs, especially those who desire to rid their adult lives (and the lives of their children) from the limiting economic conditions they experienced when they were growing up. Increasingly, many entrepreneurs are tending to be of non-Anglo and non-Northern European origin, reflecting the immigration of people fleeing poorer economic conditions in other parts of the world. A high degree of economic security and affluence as a child is often not conducive to stimulating a career as an entrepreneur. Being brought up in comfortable surroundings is apparently not nearly as motivating as a dose of economic hardship.

Note: The observation that affluence and lack of hardship or lack of monetary responsibility results in poor work habits and lower motivation has been confirmed by additional research conducted by Dr. Thomas Stanley and Dr. William Danko in their books, *The Millionaire Next Door* and *The Millionaire Mind*.

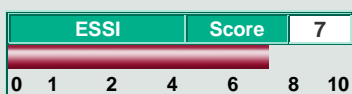




11. Successful entrepreneurs have often come from families involved in operating a family business or running a company.



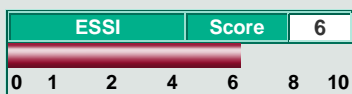
12. Successful entrepreneurs usually felt strong pressure from their families to appreciate the value of education and learning.



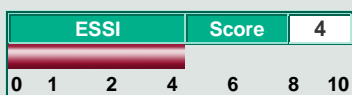
13. Successful entrepreneurs usually feel that getting approval from others for "a job well done" is relatively unimportant to them.



14. Successful entrepreneurs often suffer from stress-related illnesses and/or problems, yet find stress exhilarating.



15. Successful entrepreneurs tend to be unsuccessful with, and have little interest in, outside investments.

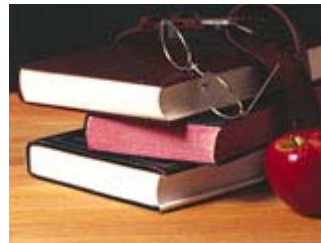


16. Successful entrepreneurs have the

Growing up in a family involved in business is a typical characteristic of entrepreneurs. Whether it be business discussion around the dinner table or helping out in the family business, this experience tends to create an appreciation for and an interest in business ownership. Today, an increasing number of entrepreneurs are coming from families that were not involved in business, but from families where one or both parents were involved in the professions, often as employees and not as private practitioners. Entrepreneurs from such families, however, are more likely to gravitate toward starting entrepreneurial ventures involved with disseminating knowledge and selling information.



The majority of entrepreneurs came from families where the value of education and the importance of lifelong learning were constantly stressed. This is particularly true for entrepreneurs who have gravitated toward starting knowledge and information ventures. Many of the new entrepreneurial businesses today are associated with products and services related to seminars, consulting, software development, publishing, etc. Almost 90 percent of the entrepreneurs involved in those kinds of businesses report strong family emphasis on education and learning.



Entrepreneurs, like others, tend to enjoy receiving praise and recognition about the quality of their work and contributions. Unlike other people, however, entrepreneurs do not place much credence in such feedback. They enjoy being told they are talented and capable, but it is not this external confirmation from other people that guides their motivation or decision-making. They are significantly inner-directed and know well enough themselves when their work is good. Other people's comments, whether positive or negative, may be interesting to entrepreneurs but do not significantly influence or have any strong impact on their future behavior.



Experiencing many stress-related ailments is quite common for entrepreneurs. Unlike other people, however, entrepreneurs tend to lack strong concern for such illnesses. Indeed, they usually find stress to be a force in their lives that motivates them positively, to try harder and strive for greater achievement. Entrepreneurs tend to believe they can adequately manage stress by themselves and often say they can turn what they call "negative stress" into "positive stress." They tend to adjust patterns of work and homelife to transform the symptoms of stress-related syndromes into positive influences. This sort of coping behavior can be draining on the entrepreneur's general health over long periods of time. Because the entrepreneur has a pronounced sense that the self is in control, however, the incidence of serious illnesses such as heart attacks, ulcers, and strokes are lower than in high-pressure executive positions in large corporations.



Note: New stress research released in 2005 has revealed the typical Type A-driven personality has less propensity to stress-related illnesses such as heart disease, strokes, and ulcers as compared to their more laidback counterparts.

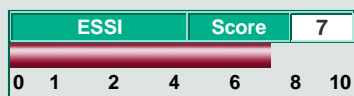
Many people believe that entrepreneurs are so clever, anything they touch turns to gold. Yet, most entrepreneurs lack significant success with financial investments in enterprises over which they have no first-hand control. Indeed, such outside investments hold little interest for typical entrepreneurs who are so involved in their own business ventures, they do not have time to invest in other people's companies or to monitor a portfolio of stocks and bonds. Those entrepreneurs who are successful with such investments usually realize early on the benefits of having professional money-managers handle their affairs. The entrepreneur's desire to be directly involved in the day-to-day decision-making of running a business causes most entrepreneurs to invest all available capital in ventures they actively control and influence.



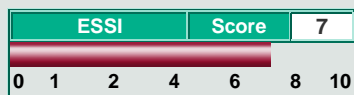
Entrepreneurs are very much characterized by the fact that they truly believe "anything" is possible for them. They believe there is always a way to do what has to be done and that they are intelligent enough to figure out how to overcome any obstacles. They tend to be creative, cunning, shrewd, and sufficiently motivated to overcome the unexpected barriers that often prevent others from being successful. They are often sufficiently intelligent and creative



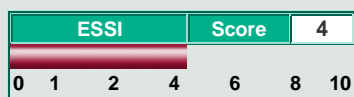
philosophy that they can succeed at just about anything to which they put their minds.



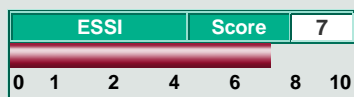
17. Successful entrepreneurs have a tendency to work erratic hours and do creative work whenever the mood hits.



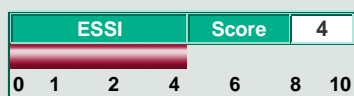
18. Successful entrepreneurs tend to focus mostly on their own interests and concerns and tend to be egocentric.



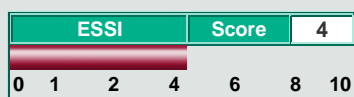
19. Successful entrepreneurs are rather prudent and cautious, even though other people sometimes view them as risk-takers.



20. Successful entrepreneurs tend to be consumed by work and have few hobbies or outside interests.



21. Successful entrepreneurs generally dislike and try to avoid work activities that involve management or supervision.



to make their ideals into realities, but their motivation to achieve is likely to remain the main factor that accounts for their successes.

"Work when the mood is right" is the motto followed by most entrepreneurs. They reason that it's futile to sit at a desk and force themselves to be creative if things are not flowing. Working late at night, all night, or early in the morning is considered appropriate if that's when they will do their best and most creative work. Long binges of non-stop work for 20 to 30 hours or more (perhaps with brief naps) is not uncommon. The desire (or need) to work erratically is one of the factors that causes them to be perceived as poor employees.

The overwhelming majority of entrepreneurs are quite self-centered and self-interested. They desire to succeed and to be respected for their achievements. Most don't perceive themselves to be so egocentric or at least they won't openly admit that they are. They view themselves as being motivated by the desire to make money, not by the desire to achieve recognition. But, once having become wealthy and having achieved their personal goals, entrepreneurs may well ascribe much of their drive for success to different motives. As they develop personally, they often tend to become more concerned for the welfare of others and may even give large amounts of money to charitable or political organizations they believe will achieve social benefits.

Non-entrepreneurs look upon entrepreneurs as people quite willing to take huge risks. Non-entrepreneurs often believe they are not entrepreneurs themselves because of an inability to tolerate the high level of risk upon which entrepreneurs seem to thrive. The reality is that most entrepreneurs are not great risk-takers at all. Certainly they take risks, but the level of risk that most take is rather nominal and controlled. They perceive themselves as taking risks from which recovery is not only possible but quite likely. This belief is reinforced in part because most entrepreneurs believe so strongly in their ability to be successful that even if they were to fail totally, they are convinced they would be able to rise from the ashes and succeed again in a new venture. Psychologically, they seem to give themselves permission to fail, but rarely take the kinds of risks that would result in failure.

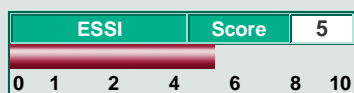
When asked to name their outside hobbies or interests, the majority of entrepreneurs are usually at a loss for words. Entrepreneurs tend not to have well-defined hobbies or outside interests. Their hobby is their work. They would rather spend time working than doing anything else and they tend to spend all available hours on their work. They are thus often viewed by those around them as "workaholics." They do not, however, view themselves as workaholics. They enjoy their work so much, they really don't view work as "work." For the purpose of making improved social or business connections, they sometimes force themselves to take up hobbies or sports interests. But a lack of sustained interest often means they fail to excel in these "extracurricular activities." Activities in which they don't do well fail to hold their interest. Because of this, entrepreneurs often change avocations frequently.

Entrepreneurs are "idea" people creators, conceptualizers, planners, and "front-enders." They usually don't enjoy the details of implementation and therefore structure their lives to avoid taking on management or supervisory positions. Some entrepreneurs who have enjoyed much success early in life can later fail, when circumstances force them to compromise their natural talents at creating business opportunities in favor of managing the ventures they created earlier. Often, entrepreneurs would be wiser to withdraw from the businesses they create and turn them over to professional managers to run. Then they could either play a role of continuing to be the creative force for new products and services or go off on their own, rent a new garage somewhere, and start another venture.

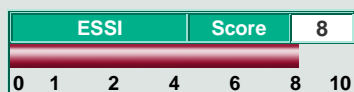
The self-assured and self-sufficient nature of typical entrepreneurs causes them to believe they can do things better and more quickly than others. They are often right, at least in the sense that they can do things the way they want them done better than anyone else can.



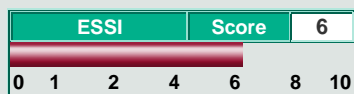
22. Successful entrepreneurs believe they can do most things better and more quickly than other people.



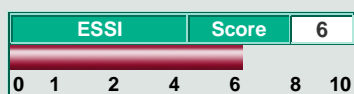
23. Successful entrepreneurs have a tendency to believe it is generally easier to do things themselves than to show others how to do them.



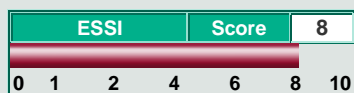
24. Successful entrepreneurs do their best and most creative work at the last minute or in response to extreme pressures and deadlines.



25. Successful entrepreneurs tend to take over and do things themselves when others are not doing them correctly, even though they have a high regard for training and delegation.



26. Successful entrepreneurs understand their personal strengths and weaknesses and are willing to modify their behavior to improve their performance.



27. Successful entrepreneurs have a tendency to do poorly in partnerships.



This creates significant problems for many founders of entrepreneurial ventures when it comes to making their businesses grow, because growth requires the delegation of authority.



Delegation of authority to others seems to be extremely difficult for entrepreneurs. They prefer not to be managers. They like to control and take personal responsibility for the quality of the work done and the products created. They tend to be impatient with human limitations and tend to be intolerant of others who do not do things the way they perceive things should be done. Entrepreneurs are often viewed by others with whom they associate as being finicky, uncooperative, obsessive, and unreasonable. Entrepreneurs attempt to shape their world in accordance with the way they think it must be and not in ways others might desire it to be. As personal development increases, this self-orientation diminishes in favor of a more cooperative effort so they can learn to entrust special others with parts of their ventures.



Most entrepreneurs see little reason to get the job done or engage in creative work until it is absolutely necessary. They tend to thrive on the pressure of meeting deadlines and they avoid making decisions or completing work projects until the last minute. They have difficulty appreciating the value of using time-management systems and strategies; they tend to respond as though they are constantly in a crisis. Many feel guilty about their lack of time-management, which provokes them into spending time and money on books, courses, or computer programs to improve their ability to manage time more efficiently. Unfortunately, these rarely work. The entrepreneur often misapplies them or never gives them sufficient time to alter behavior significantly. Indeed, there is substantial evidence that entrepreneurs do work better when in crises situations and often escape the adverse consequences of being poor time-managers because their positions of control and power permit them to re-order priorities to suit their work habits.



Although paying great lip-service to delegation and training and being strong advocates of their virtues (at least for others), very few entrepreneurs are good delegators or trainers. They tend to manage by giving too much responsibility to subordinates and when subordinates fail, rather than offering adequate training or coaching, they simply take away responsibility from others and do the job themselves. This style is often exacerbated by the fact that entrepreneurs generally make poor choices in hiring personnel. They tend to hire people it would be fun to have lunch with rather than people who will get the work done in the way they desire.



In general, entrepreneurs are surprisingly introspective. They are well aware of the nature of their strengths and limitations, despite others often choosing to view them as conceited, vain, and pompous. Most entrepreneurs recognize their own limitations, even if they won't admit them to anyone. The most successful entrepreneurs have developed the skill of carefully arranging their business and personal lives in ways that maximize their strengths and prevent their limitations from being revealed or from significantly hindering the desired results.

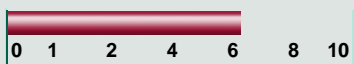


Because of their desire to be in positions of total authority and control, entrepreneurs tend to do poorly in partnerships and often have a history of one or more failed partnerships. Like many people, entrepreneurs often enter into partnerships because they believe it would be beneficial to have someone to commiserate with when the business is not doing well. Most entrepreneurs, however, quickly learn that is an inappropriate rationale for having a partner. They learn that partnerships, at least for them, function well only when there is an absolute necessity for having a partner, because the business can't function without the contributions of the partner. Rather than partnership relationships, entrepreneurs are generally more effective in contractual relationships, where they have clear and total decision-making responsibility for their part of the venture.



Because entrepreneurs tend to be creators, starters, and conceptualizers, they often become bored with a given activity in a





28. Successful entrepreneurs often become bored with a professional/business activity after one or two years.

relatively short period. It is a common occurrence for the entrepreneur to start many different ventures, then turn over successful enterprises to others to manage or to sell off. This creates a good deal of variety in their business lives and keeps entrepreneurs doing what they do best: exploring new ideas, playing with new possibilities, and initiating new schemes.



Online Entrepreneurial Style and Success Indicator

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Charting Your Future Entrepreneurial Potential

As we mentioned in the beginning, entrepreneurial success is not an accident. One characteristic common to both aspiring entrepreneurs and highly successful practitioners of entrepreneurship is a thirst for self-improvement. Entrepreneurs invest considerable time and money in self-development, believing personal resourcefulness leads to a future of increased prosperity and financial independence. We want to challenge each individual who has reached this section of the **ESSI** to act on the invaluable and powerful information provided to you to increase your overall success.

You have been presented with information under two tracks:

1. Your **Entrepreneurial Style**, where your Dimension scores and Patterns were determined. The research is clear that unless you are in a venture or role that best fits your **Entrepreneurial Style**, you will increase your stress and decrease your productivity. In more intense cases, that can result in failure. Make sure your venture matches the best use of your gifts, talents, and abilities. To do this effectively, review your patterns in the **ESI** and complete a **Job Style Indicator** on your role and/or venture. This will help you to be intentional in matching your natural preferences with the nature of your role or responsibilities.
2. You have just finished reviewing the **Foundations of Entrepreneurship**. Use the insights you gained from this review to continue to develop and enhance your entrepreneurial attitudes and experiences in your life, in concert with your style information.



If you are asking even more foundational questions—such as Why am I here? What kind of business would I enjoy and be good at?—CRG has other resources that can help you. We suggest that **My Source EXPERIENCE Journal™** can assist individuals to document what is most important to them. And through this process, they can determine the best businesses and opportunities for them.

With the onset of new technology and the Internet, there have never been more diverse entrepreneurial opportunities available to consider, to best match your **Entrepreneurial Style, Success Factors**, gifts, talents, and interests.

We wish you the best in your quest to build a successful life and business. If you have questions or needs about this information, please contact us or contact the professional who presented the **ESSI** to you. We will be delighted to assist you.

The model below illustrates how to chart your future entrepreneurial potential.

The ESSI/Model to Develop Your Entrepreneurial Potential



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Sample Tester Plan for Entrepreneurial Success

Designing Your Plan to Increase Your Entrepreneurial/Business Success



The outline below provides you an opportunity to summarize what you have learned about yourself through the **Entrepreneurial Style and Success Indicator**.

You may enter your responses in the sections below. Remember to **save** your entries as they will be printed in your final report.

The Main Strengths of My Entrepreneurial Style:

The Main Difficulties of My Entrepreneurial Style:

The Main Strengths of My Foundations of Entrepreneurship:

The Main Challenges of My Foundations of Entrepreneurship:

Specific Actions I Could Take to Increase My Entrepreneurial/ Business Success:

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