

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 Report
Date of Assessment:
Jan 01, 2018

by Terry D. Anderson, Ph.D., Ken Keis, Ph.D., and Howard Shenson, CMC



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.

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 ESSI and other CRG resources, such as the Job Style Indicator and Values Preference Indicator, will provide you with a significant competitive advantage.

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

Understanding Your Entrepreneurial Style and Success

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.

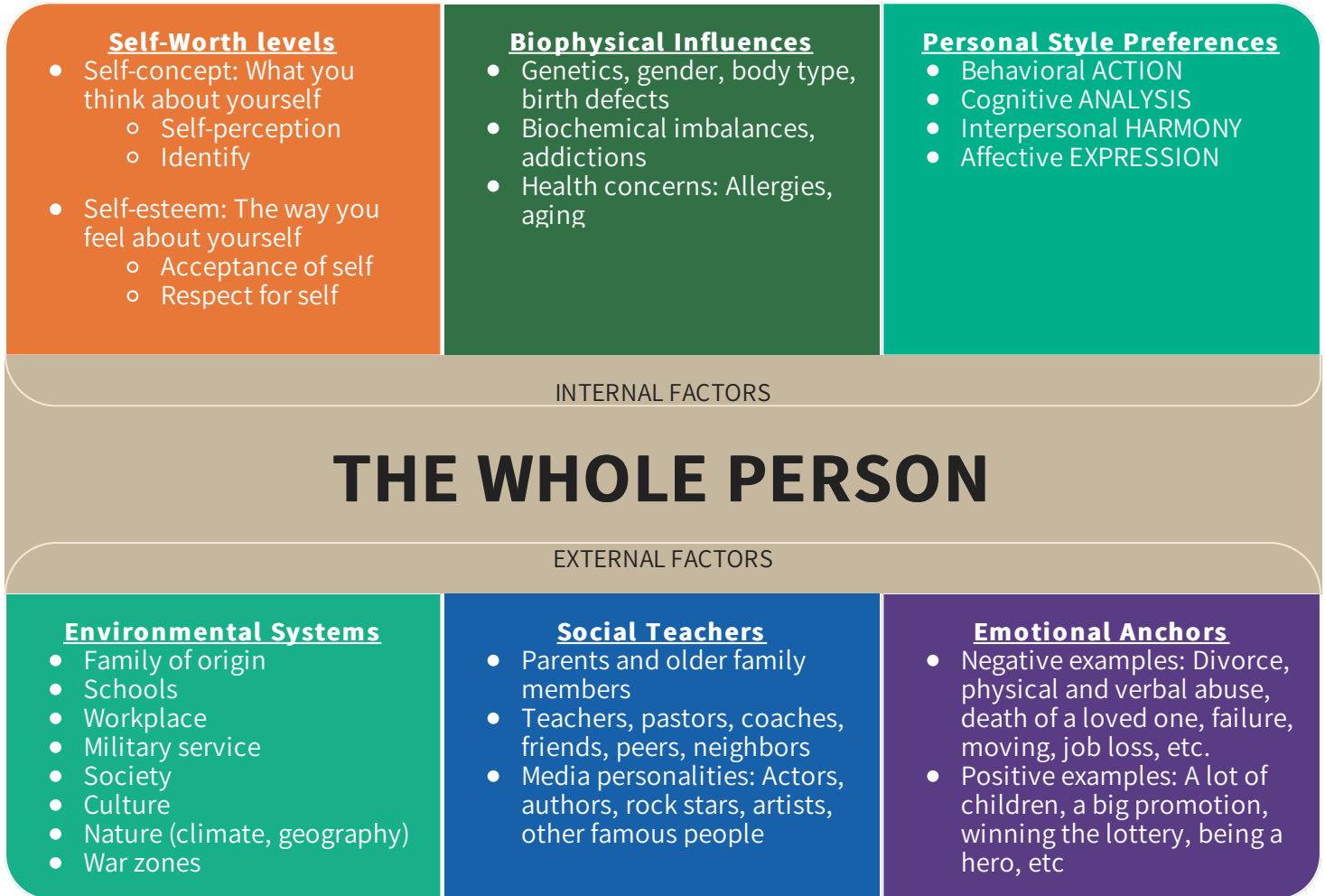
We will get to your scores in a minute. First, let's outline the Entrepreneurial Development Factors. It will guide you to better understand your own and others' tendencies and provide increased clarity in self-understanding and improved relationships with others.

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.



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.

Nine Steps

1. Understanding Entrepreneurial Style
2. Graphing Your Entrepreneurial Style Scores
3. Learning about Your General Style Tendencies
4. Your Summarized and In-Depth Interpretations
5. Developing Style-Flexibility and Increasing Your Success
6. Your Entrepreneurship Success Factors
7. Studying the Entrepreneurial Success Factors for Your Future Development
8. Charting Your Future Entrepreneurial Potential
9. Designing Your Plan to Increase Your Entrepreneurial Business Success

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

SCORE
58

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

SCORE
32

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

SCORE
27

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

Affective

EXPRESSION

SCORE
43

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.

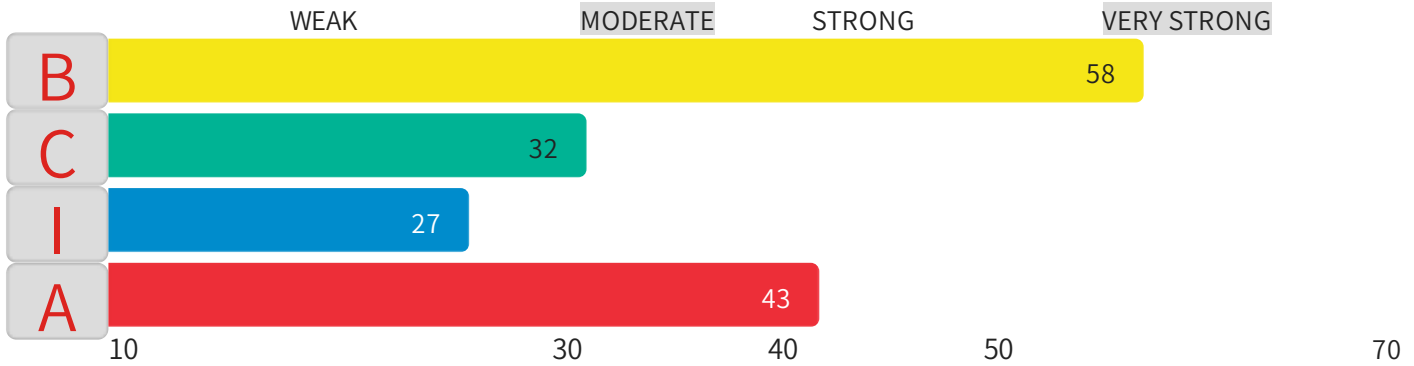
They may tend to go out of their way to help others (even if it inconveniences them) because often they believe in the value of people. The spontaneous, excited, extroverted, and exploratory nature of this style dimension lends itself well to intuitive entrepreneurial testing and to influencing others in profitable business interchanges.

STEP 2

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 3

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.

Behavioral

ACTION

SCORE

58

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

Cognitive

ANALYSIS

SCORE

32

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

SCORE

27

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

SCORE

43

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

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

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.

STEP 4

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.

Style Summary

Sample Report, Your Primary Patterns

B

Directing

These types of people quite often have higher success-factor scores. They are strongly self-reliant, innovative in getting the results they want, and able to use others and opportunities (not necessarily in a negative way) to their best advantage. They crave business control, power, and the freedom to make their own entrepreneurial choices. They are "mavericks" who either do things the way they want to do them or prefer quite often not to do them at all. Their creativity often manifests itself in hard-headed, computer-like calculations and strategies, the logic of which goes beyond the understanding of most people. The self-assured manner with which they approach people and problems can, in the minds of some, create the image of a cool, polished manipulator.

B & A

Confident

With usually higher success-factor scores, people with this entrepreneurial style pattern have strong action and expressive tendencies. These types of people are energetic, confident, and willing to explore new ways of improving things. There is, however, often a mixed reaction to these individuals. On one hand, their energy, optimistic attitude, wordiness, and fortitude impress others, but their drive to get results might interfere with our feeling comfortable with them. We may have difficulty trusting that they are considering the needs of others enough. There is often a need for people with this pattern to work on balancing their desire for results with more consideration for human relations. Others are attracted to them and fascinated by them, but can feel intimidated by their high energy and unusual creativity.

Sample Report, Your In-Depth Interpretation

Primary Pattern #1

B

Directing

Entrepreneurial Tendencies

The directing pattern is typical of many entrepreneurs. Their desire for dominance and control—coupled with frustration in working with others (subordinates)—causes them to seek task/business situations where they have total responsibility for action. They tend to be highly intolerant of slow progress and inaction.

Accordingly, such entrepreneurs tend to create environments where success is enhanced by their personal influence, with minimum reliance on others. It follows then that directing entrepreneurs are generally most successful and most content when involved in situations where their actions have great potential for success. They often function best when they can establish contractual relationships with other entities or individuals for the achievement of results, without the need to plan or supervise their activities.

Entrepreneurial Strengths

These people are confident, competent, and courageous. They speak their minds forcefully and directly; they let others know exactly where they stand. Their use of logic is so astute, they can often see solutions to problems that others cannot see. And they are not afraid to say so.

They are visionaries; they have the capacity to picture the “results” of a course of action before others do. Consequently, they are often the “early bird that gets the worm.” They are driven toward taking the initiative in situations in which they find themselves and are prepared to take the responsibility for what happens, whether things succeed or fail. These sorts of individuals, when able to channel their energies productively and use their communication skills effectively, are the sort of leaders that Peters and Waterman claimed are found at the helms of North America’s best-run companies—people with a bias toward action. (In Search of Excellence, 1988)

Typical Difficulties

Insensitivity to the feelings of others, even leading to the desire to coerce others into action, can sometimes be typical problems for this sort of person. Often, the person’s style profile will show that all three of the other style dimensions are not present prominently enough to compensate for this tendency.

It is as though people with this style succumb easily to the temptation of “overusing” their skills at being dominant and crafty for their own ends. Their desire for control, power, and authority in their lives can be so centralized and extreme, it can at times leave room for little else. These people can become “workaholics” more easily than most.

Their self-centered tendency can be so strong, they are often first to become angry or pushy or walk out of a meeting when they cannot get what they want—or when circumstances threaten to turn them into “mere participants” instead of the “directors” they like to be. The confident fashion with which they approach people and problems can, in the minds of some, create the image of a cool, polished manipulator. At the same time, these people can be shy and reserved when trying to express deeply felt emotions.

Nonetheless, this style type has a unique potential for dogged persistence, finding it extremely difficult to give up on goals they set at an earlier date. We should remember how this can be a great strength when it is tempered by some realism and practical common sense. For instance, sometimes it may be necessary to have directing people at the helm where immediate accomplishment of objectives is a requirement for success.

These people can soon become exclusively focused on carrying out a plan and reaching completion swiftly. Of course, when results at any price are not necessary or desirable, people who act rigidly with this style pattern could become an annoyance or even a liability to business success.

Typical Response to Stress

People with the directing entrepreneurial style often become unreliable under great stress. While they can handle extreme pressures well, when faced with difficult circumstances they may suddenly disappear for a while, withdraw into themselves, or go somewhere to get a fresh perspective. They can “fly off the handle” unpredictably, too. Sometimes, they will decide to give up on a project or venture if it isn’t meeting their needs or if they think it isn’t worth all the problems it is causing them.

If opportunities for new challenges are closed to them, they can become depressed and may even retaliate against those they think may have closed some doors on them. Alternatively, they can also react to increased pressure and stress by coming up with a new plan or by doubling their efforts to help insure success.

Management and Leadership Implications

Directing people often suffer from needing to control others too much to make effective managers or team leaders. They tend to be solo achievers and prefer not to develop talent for managing people or building team cooperation. If they are in management positions, where the achievement of clearly identified tasks is required, they can be counted on to be committed to the achievement of success. If their mission is to lead others toward reaching a goal, however, especially a long-term goal, they would likely tend to become frustrated with the patience and sympathy required to attend to the needs and concerns of specific team members.

Directing people do not naturally tend to encourage the hearts of others, inspire others to action, or empower others by delegating responsibility. They also tend not to reward others' efforts. They are too busy getting results to attend to the complex interpersonal and emotional issues to which any situation involving human beings gives rise.

These types of people often have others manage their entrepreneurial endeavors as soon as their ventures are established enough to be taken over by management personnel. Perhaps they are wise to move in this direction and to capitalize on their strengths.

Recommendations for Enhancing Entrepreneurial Success

People with this strongly Behavioral style are usually dedicated to achieving results by controlling various aspects of the external world around them and so need, perhaps more than anything else, to gain increased self-awareness of their feelings, bodies, beliefs, values, and ethics.

In this way, their motives, which tend to be predominantly self-oriented, can be held in check by a stable ethical code or value system that justifies more of a concern for the predicaments, needs, and interests of others.

Balance in life will come as a result of allowing their values, beliefs, and ethics to become as clarified and influential on their behavior as their current drive for self-interest and self-protection.

Due to their high priority for "achievement at all costs," it is imperative that these people have clear, carefully examined goals that ideally will benefit others as well as themselves. Without these goals as guidelines, they can be tempted "to grab at anything" just because it promises obvious results—power or money. With keener clarification of their goals, beliefs, values, and ethics, people like these can move toward being truly remarkable business leaders, to the benefit of all. Often, though, extreme cases of this type of style can be tragic heroes who feel they just have to make it to the top or die trying. Unfortunately, since only a few can actually achieve pre-eminence, the rest of these overtly directing individuals either learn to pick themselves up again from defeat and temporarily accept their present circumstances, or else suffer the consequences of early "burnout" or frequent bouts of lingering and self-eroding frustration.

Also, their strong predisposition to focus on things and tasks (instead of people and feelings) means that for them to become more successful at marriage, business partnerships, being a parent, etc., they will likely have to seek some form of communication skills training. They could best use training from a professional trainer/counselor who can really demonstrate how even better results can be achieved when people are sympathetically understood and are respected for what they can contribute.

People with this entrepreneurial style type often need to see proof that two-way communication results in problems being solved better than the one-way communication in which they have a tendency to engage. Since they are often somewhat lonely people who may have given or received little physical and/or emotional affection in childhood and later life, when they learn to communicate better and trust a few others close to them more deeply, they might experience a deep relief of nervous tension. The classic story of the character Scrooge in *A Christmas Carol* by Charles Dickens would be one popular example of this occurring.

Tending to think mainly logically and sequentially, they could benefit by developing divergent or lateral thinking and exploring a number of creative ways that projects can be successfully achieved, instead of tending to "bulldoze" through situations with their own limited perspectives. Developing flexibility in thought and in their relationships with others will be beneficial.

They also need to learn how to rest their computer-like, highly action-focused minds. Deep relaxation training, biofeedback, massage, music therapy, meditation, and prayer are things that many people report, and some researchers claim, can be helpful for these types of individuals. Further exploration of areas such as those would be profitable.

Primary Pattern #2

B & A

Confident

Entrepreneurial Tendencies

Those entrepreneurs demonstrating the confident pattern tend to be most motivated and successful in situations where they are conceptualizers and starters of entrepreneurial ventures. They are good “idea” people and tend to function best in environments where they can play a leadership role in building support for ideas and concepts. They are often not strong at detail, implementation, and follow-through and generally function best when they can rely on competent others to take their ideas and concepts and implement them.

Those with a confident style are often demanding and critical of those with whom they work; others’ perceptions are that such behavior is not personal in nature but a function of their excitement, enthusiasm, and drive. While not naturally focusing on data, people with a confident style tend to do best in situations where results are created with a greater dependency on intuition.

Entrepreneurial Strengths

These individuals are often called the “the movers and shakers” in the entrepreneurial world because they push to get innovative ideas started, then try to influence others to join in to get things done. They are successful salespeople, good at making the hard or difficult sale because they are intuitively receptive to non-verbal cues of others, and highly motivated to influence them.

They can appear to be very “political” because they are concerned both about how well they do and how others see them. Strength and confidence are often exuded by these individuals, causing many people to be astonished—even intimidated—at their courage and daring when attempting difficult tasks.

Typical Difficulties

In their personal relationships, confident people are often described as “bull-headed” and even sometimes “brutish.” They tend to appear self-oriented and busy with their own projects; they usually listen to others only when it helps them reach their own goals. The confident person can idealize people, put them on pedestals, and idolize them as role models, yet when the idols fail to live up to expectations, they may be soon discarded or replaced.

People who work slowly and carefully frustrate the confident person, who tends to respond by criticizing, patronizing, or belittling their efforts in various ways. Their mottos might be “the ends justify the means” or “I don’t want excuses, I want results.” They also tend to be forthright, courageous, and outspoken so others know where they stand and what they are made of.

Their forceful characters and drive for independent accomplishments make them very difficult for some people to work with. They appear “cocky” to many people because they are willing to try difficult things and will attempt to convince others they can quite easily do a job or task.

The people with the confident entrepreneurial style often underestimate how difficult and time-consuming things are but, because of their self-confidence, will throw themselves totally into a project just to prove they can do it—sometimes at the expense of health, family, or work relationships. If the tasks involved are complex and very detailed, however, they will tend to lose patience.

They are good at keeping “on the move” and somehow manage to get others to look after all the details and the follow-up work on a project, especially people with Cognitive and Interpersonal styles. Confident individuals tend to be stereotypes of the classic hard-driving, we-can-do-it-no-matter-what type of person. The image of a professional athletic coach comes to mind.

Typical Response to Stress

Under stressful conditions, we would expect from a person with this style a doubling of effort, an increase in impatience with perhaps some flare-ups of temper, and a more aggressive attitude toward others. It seems this pattern has the most difficult time knowing when to relax, call it a day, and try again tomorrow.

Because they are such hard workers, these individuals seem to get even more demanding about getting their way when they are under pressure; they are more likely to express their irritation with others when results aren’t achieved or standards aren’t met.

Management and Leadership Implications

People with the confident style pattern can be successful managers or leaders where they also gather around them some reliable and loyal “lieutenants” who handle the unwanted details and deal with the emotional needs of others on the team. Since they can tend to be so self-focused, they can frustrate followers trying to be heard or noticed. Unless people

with the confident style can learn to listen to others' concerns more respectfully and more frequently, they may eventually find that their family members, associates, or employees are feeling discouraged or even demoralized. If they could integrate an attentiveness to the strengths and contributions of others with a concerned sincerity toward helping others overcome personal weaknesses or limitations, their status as leaders in the eyes of others would likely be raised considerably.

They tend to be perceived as the more visionary and charismatic types of leaders because of their natural tendencies to see potential and possibility in situations. Rather than merely daydreaming about how things might be, they are prepared to "take the bit between their teeth" and do something. Consequently, they can be good at delivering inspirational speeches that motivate others into action. They can also make very productive project managers for projects that involve clearly formulated tasks where the followers are cooperative, supportive, and faithful and where the procedures are quite straightforward and known to all.

Recommendations for Enhancing Entrepreneurial Success

These people would probably have more pronounced effectiveness if they could further develop and more consistently practice a more versatile approach to human relations. For lowering internal pressures, they could also devote more effort to developing strategies for managing time efficiently and reducing stress in their lives.

To soften their somewhat cool but charming social image, they need to be more aware of and accept their own failures and shortcomings. This would help offset the air of arrogance some people detect in them and for which some people are quick to judge them harshly.

In addition, they might wish to develop more flexibility at drawing upon the strengths in their Interpersonal dimension through communication skills training, which would enable them to pay more attention to the needs of others and thus increase the harmony in their personal and business relationships.

They might also seek to develop more style flexibility in their Cognitive dimension, which would lead to a more patient and measured approach to details or else they should ensure that support will be available from others for handling the unwanted details.

They could practice more creative "right-brain" activities—listening to music, taking up hobbies, participating in sports, practicing meditation or deep relaxation exercises, going for casual walks, sharing conversation over dinner with spouse, family, or close friend(s), etc.

They may need to develop a clearer set of moral principles or a more consistent ethical code of behavior for themselves. They may need to re-assess the value they put on other people. They may need to be more careful when handling people, to prevent the damage they can apparently unintentionally do to others' morale or self-worth.

Individuals with the confident style, perhaps more than people with any of the other styles, seem to need a physical outlet of cardiovascular exercise as a tension release for their seemingly constant level of high-energy output. If they do not have this energy channeled in appropriate directions, there is risk of their becoming targets for stress-related illnesses.

STEP 5

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.

Step One

Access the Style of the other person

Step Two

Select appropriate style behaviors

Step Three

Implement your new style behaviors

Step Four

Observe and evaluate the impact

Step Five

Re-assess and repeat, if necessary

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

SCORE

58

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

SCORE

32

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

SCORE

27

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
- 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

Affective

EXPRESSION

SCORE

43

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
- 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

STEP 6

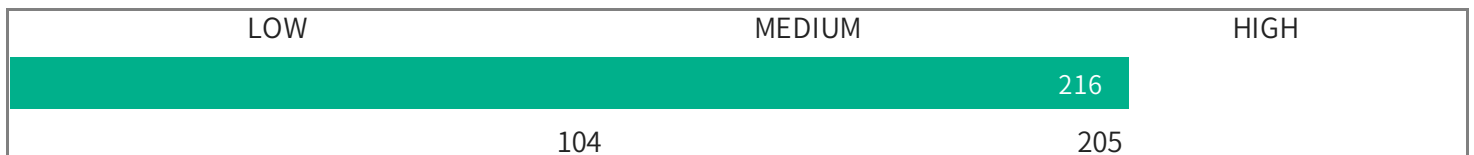
Your Entrepreneurship Success Factors

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



Norms for General Interpretation

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.

STEP 7

Studying the Entrepreneurial Success Factors for 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.

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.

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

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.

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.

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.

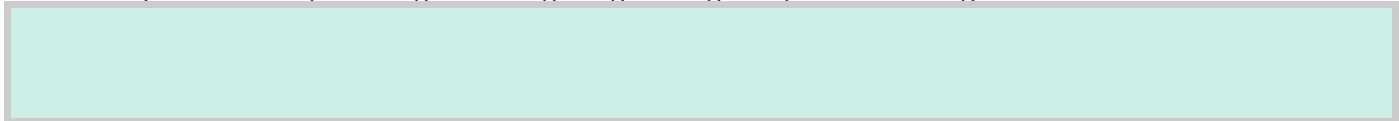
4. Successful entrepreneurs tend to establish somewhat difficult barriers, such as incurring debt, as a means of motivating themselves.

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.



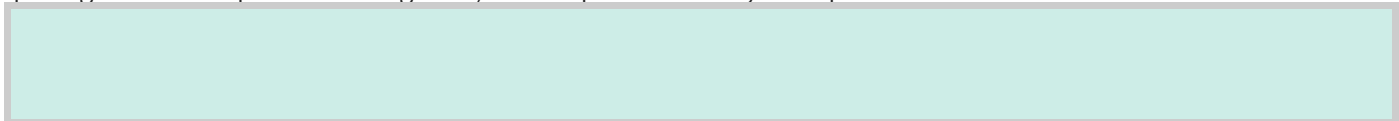
5. Successful entrepreneurs are self-starters; they had an income-producing job or their own business before age 15.

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



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.

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.



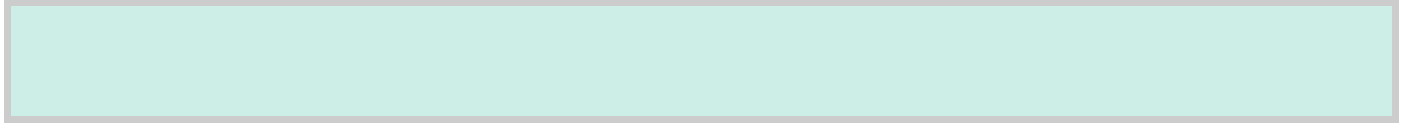
7. Successful entrepreneurs have often made deals with people to gain financially.

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.



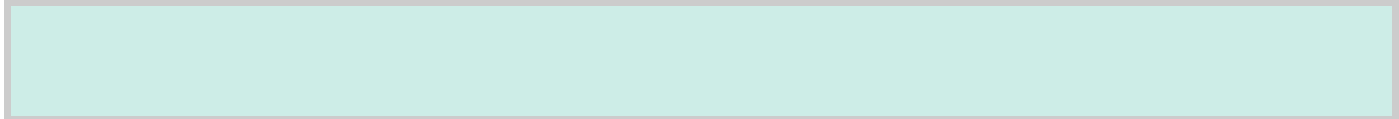
8. Successful entrepreneurs exhibit a strong need early in life to take charge of situations and to be the one in control.

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.



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

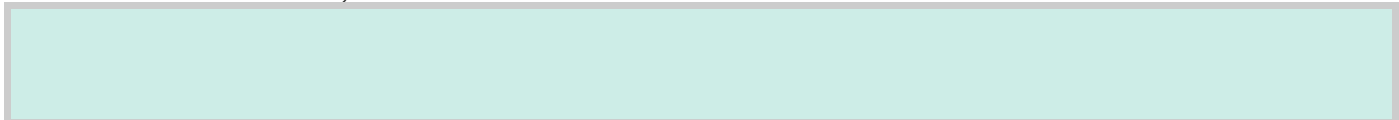
A common characteristic of the upbringing of entrepreneurs, sometimes also associated with being the first-born or first-born of their gender, is experiencing from their parents high expectations and strong pressure to succeed in everything attempted. Most entrepreneurs develop within family situations 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.



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

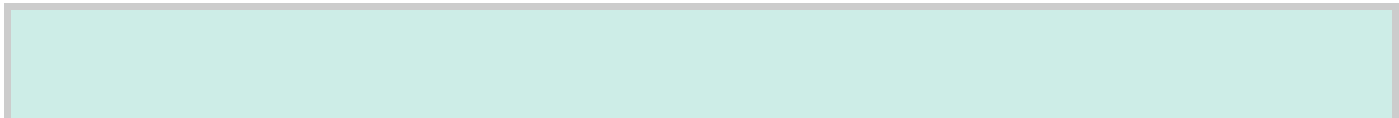
In the developed world today, most people are spared the dire effects of extreme poverty that were common 100 years ago and that are still experienced by many millions of people in the Third World. The development of social welfare programs dealing with health, unemployment, and old age have tended to 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*.



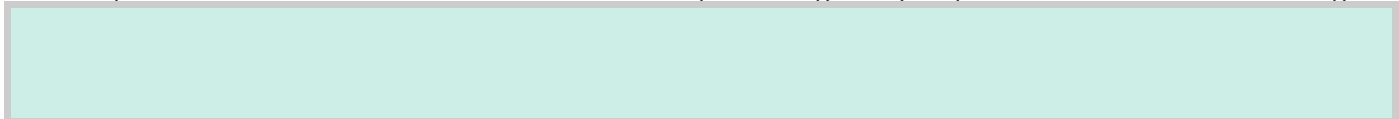
11. Successful entrepreneurs have often come from families involved in operating a family business or running a company.

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.



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

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.



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

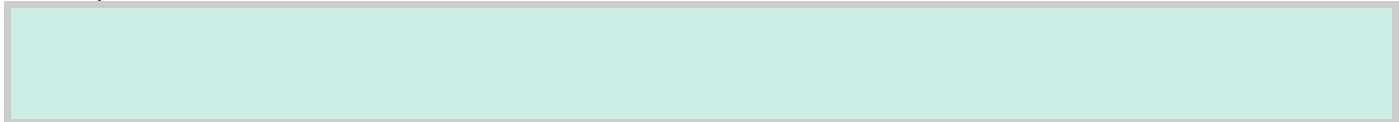
Entrepreneurs, like others, tend to enjoy receiving praise and recognition about the quality of their work and contributions. Unlike other people, however, entrepreneurs do not place much credence in such feedback. They enjoy being told they are talented and capable, but it is not this external confirmation 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.



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

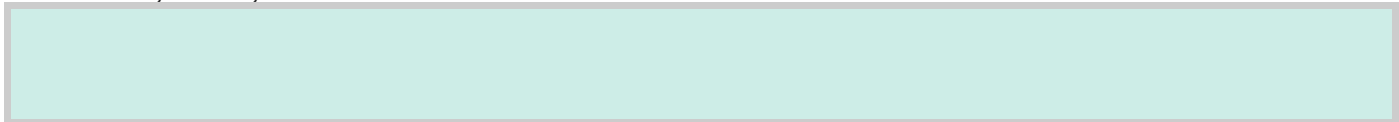
Experiencing many stress-related ailments is quite common for entrepreneurs. Unlike other people, however, entrepreneurs tend to lack strong concern for such illnesses. Indeed, they usually find stress to be a force in their lives that motivates them positively, to try harder and strive for greater achievement. 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.



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

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.



16. Successful entrepreneurs have the philosophy that they can succeed at just about anything to which they put their minds.

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



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

"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.

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

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.

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

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.

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

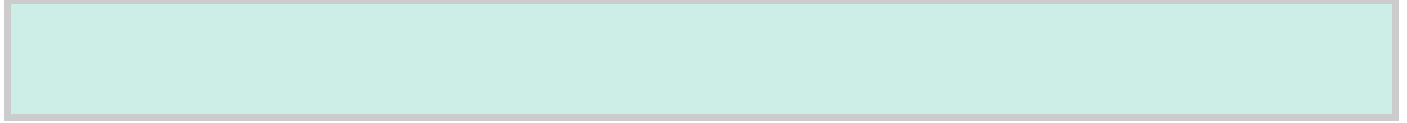
When asked to name their outside hobbies or interests, the majority of entrepreneurs are usually at a loss for words. Entrepreneurs tend not to have well-defined hobbies or outside interests. Their hobby is their work. They would rather spend time working than doing anything else and they tend to spend 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 vocations frequently.

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

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.



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

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. 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.



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

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.



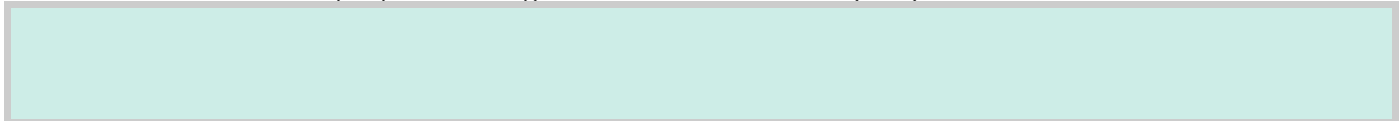
24. Successful entrepreneurs do their best and most creative work at the last minute or in response to extreme pressures and deadlines.

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.



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.

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.



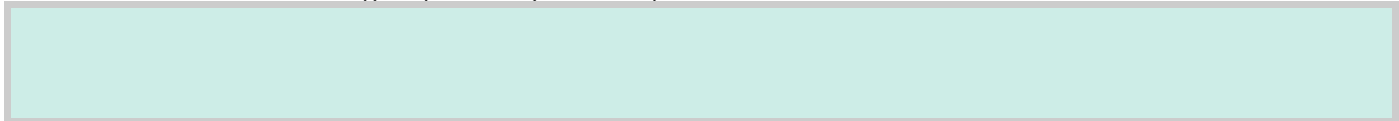
26. Successful entrepreneurs understand their personal strengths and weaknesses and are willing to modify their behavior to improve their performance.

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.



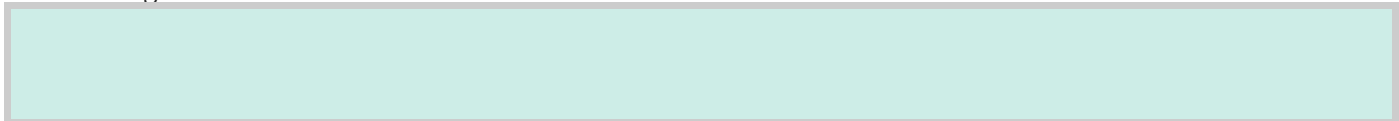
27. Successful entrepreneurs have a tendency to do poorly in partnerships.

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.



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

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



STEP 8

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.

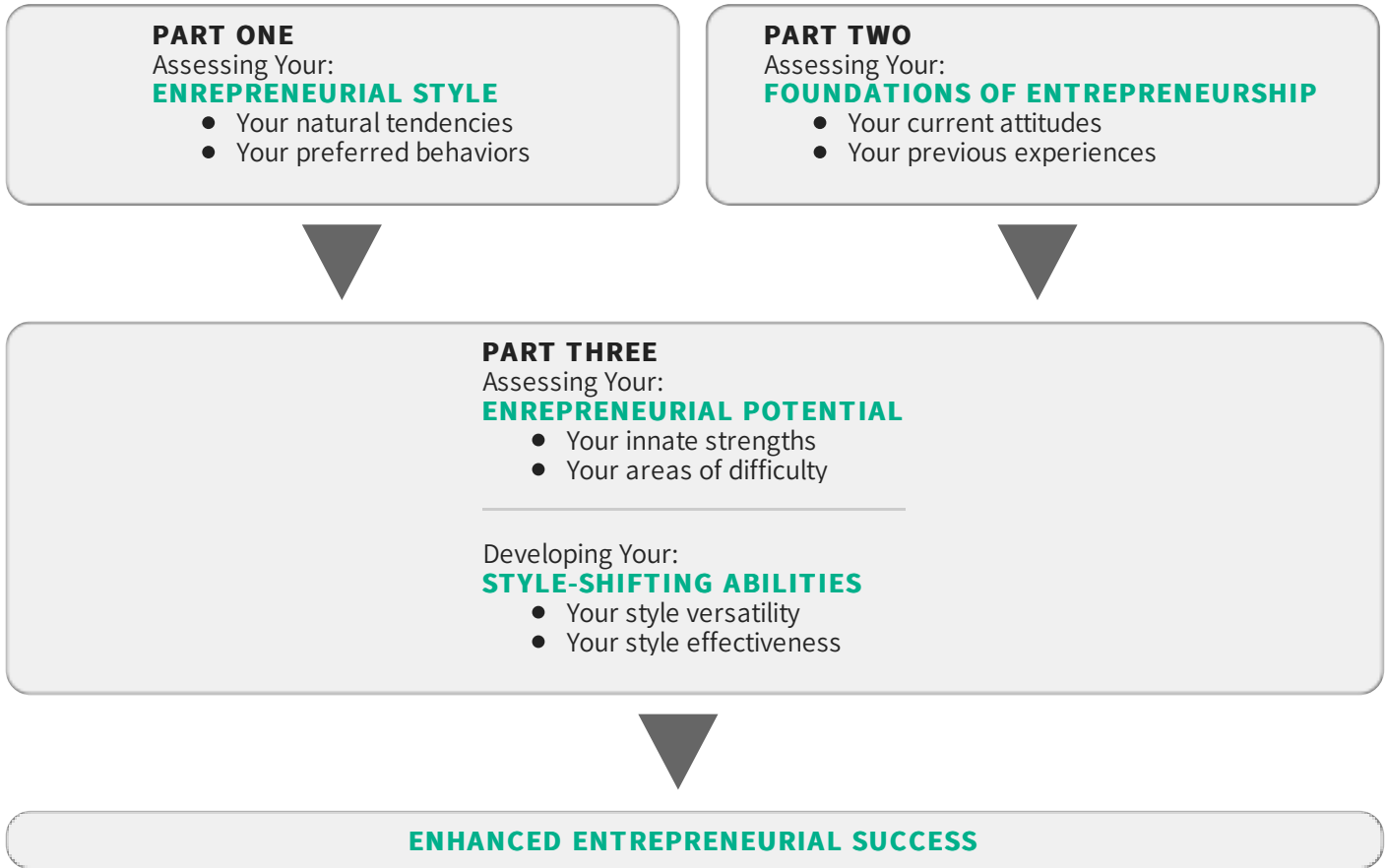
If you are asking even more foundational questions—such as *Why am I here? What kind of business would I enjoy and be good at?*—CRG has other resources that can help you. We suggest that My Source EXPERIENCE Journal™ can assist individuals to document what is most important to them. And through this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





STEP 9

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: