

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
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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.

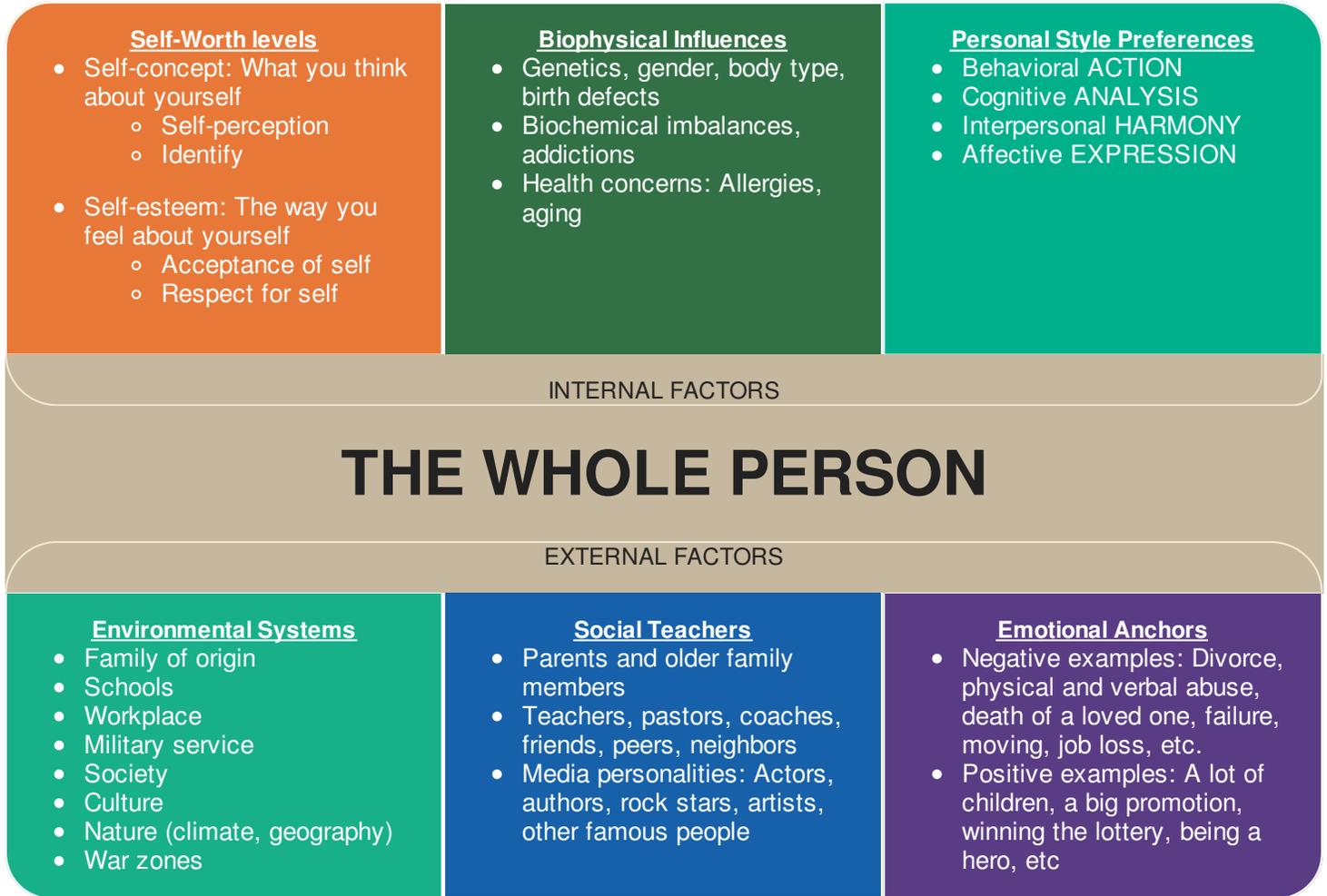
We will get to your scores in a minute. First, let's outline the Entrepreneurial Development Factors. It will guide you to better understand your own and others' tendencies and provide increased clarity in self-understanding and improved relationships with others.

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

43

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

48

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

37

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.

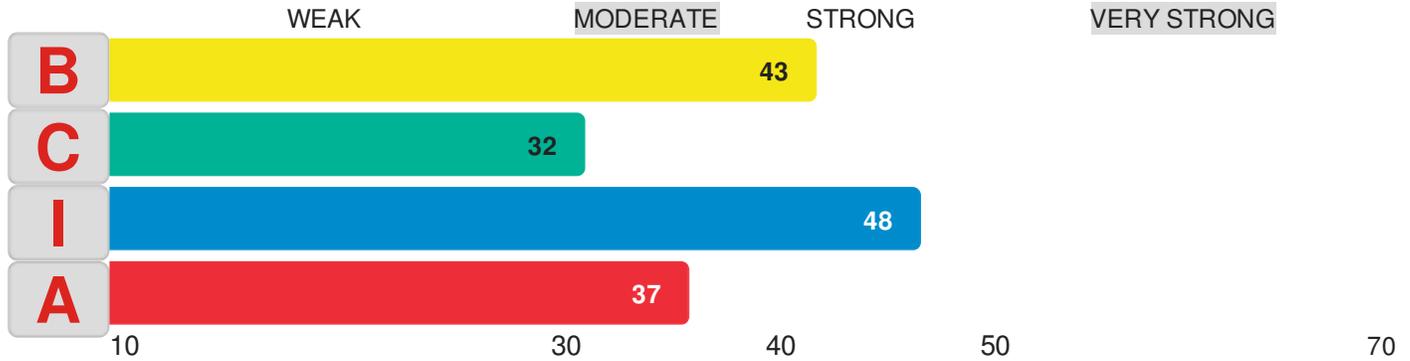
They may tend to go out of their way to help others (even if it inconveniences them) because often they believe in the value of people. The spontaneous, excited, extroverted, and exploratory nature of this style dimension lends itself well to intuitive entrepreneurial testing and to influencing others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

Understanding Your General Style Tendencies

Behavioral

ACTION

SCORE

43

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

48

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

37

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

I & B

Proficient

With mid-range to higher success-factor scores, people with this entrepreneurial style tend to be somewhat compulsively concerned that they produce results in a reliable but pleasant manner. Entrepreneurs with this style type are likely the most pleasant of all those who would gain success in a competitive business world. They are definitely motivated for success, however, and are also likely to keep their lives more in balance than most entrepreneurs with other style patterns. People with this style are often willing to take on the risk of specifically defined projects if there is opportunity for challenge and some variety. Because this pattern has a capacity for both introversion and extroversion, there is quite a lot of potential for style flexibility. Even though people with this pattern usually are slow to take risks, the conscientious and pleasant manner in which they can get results is an often-envied ability.

B & I

Dedicated

Often having higher success-factor scores, this entrepreneurial style type has the dominance of the behavioral tendencies and the positive stubbornness of the interpersonal tendencies. They tend to persist in getting business done, even if it takes all day and night. While the interpersonal tendencies in this style take a back seat to the behavioral tendencies, there is also a willingness to work with others to accomplish the desired result. They will also likely tend to the necessary details in this process. With the strong dominance factor, human relations can tend to suffer somewhat, but not to the extent of the other behavioral styles, due to the softening effects of this person's inclination toward interpersonal harmony as long as the desired results are forthcoming.

Secondary Pattern

B, I & A

Persuasive

People with this entrepreneurial style pattern tend to have mid-range to higher success-factor scores—they are complex individuals who demonstrate a wide range of style-flexibility in their behaviors. They can be task- and relationship-focused quite naturally. Their relationships, however, can often be too task- or results-focused. They may tend to work hard at improving their relationships or to be involved in situations where they seek to work toward helping others reach their potential. This may interfere with business success because they tend to invite needy family members or friends to join them in a venture that may require higher levels of expertise than the levels that their family or friends have developed. They are also interested in business results, but treat people more sensitively than many businesspeople who are focused on results and who tend not to notice the feelings of others.

Sample Report, Your In-Depth Interpretation

Primary Pattern #1

I & B

Proficient

Entrepreneurial Tendencies

Proficient people have strong concerns about the validity of their decisions and want these decisions to impact others positively. This makes entrepreneuring somewhat uncomfortable for those with the proficient pattern. If they take care to select the right entrepreneurial venture or environment, they can be quite effective. In most cases they have the greatest success in entrepreneurial situations that are characterized by very stable, reliable human relations, in which they can introduce changes that will be moderate in terms of human impact, while producing meaningful long-term results.

Individuals with a proficient style will often sacrifice task-oriented objectives to protect the quality of Interpersonal relations (particularly for others with whom they work directly); these individuals often have difficulty being effective in ventures where they must support people who have patterns that are less concerned with the quality of human relations.

Entrepreneurial Strengths

Dependability and a fairly high level of energy are typical of this pattern. These people exhibit both strong Interpersonal and Behavioral tendencies and so can be helpful and authoritative at the same time. Certain images come to mind: the independently employed and watchful security officer in a department store, the friendly owner of a packaged office venture, or a privately run daycare center operator who supervises the educational activities of young children. These are all examples of situations where the strengths of this pattern may shine.

Patience is a virtue of people with this style, especially the patience needed to secure successful results consistently over long periods of time. There is also a certain decidedness and persistence in achieving long-term objectives. This is important in small businesses, which often require a few years of hard work prior to the breakthrough into greater profitability.

Typical Difficulties

People with this style may tend to hesitate in making certain decisions because they are unsure if their decisions will produce enduring human relations or satisfactory outcomes. They are pulled in two directions—one of promoting harmony around them with other people at their work or home environments and the other in taking action to get immediate (or definite) results. This is a difficult balance to maintain because, often, taking action to get results can cause other people strife—or at least make others feel harried or rushed.

People with this entrepreneurial style can feel they perpetually “walk on eggs” or find themselves feeling they are “on a tightrope.” If they go too far in either direction, they fail to meet the demands being made on them by other people and fail to reconcile the inherent conflict between the two contrasting dimensions dominant in their style profile.

Typical Response to Stress

It is partly because of this ongoing tension that these people accumulate stress easily. High levels of stress are typical for those in positions where they have to be concerned both about maintaining good human relations and about meeting deadlines. It is not as serious a problem for them as it is for the Behavioral action style types, but it can nevertheless interfere with their performing at full potential if this tension is not dealt with through stress management techniques such as relaxation, exercise, and proper pacing of life events.

When pressure mounts and stress accumulates, these types of people tend to withdraw unpredictably or, when pushed “beyond the limit,” they can suddenly erupt with anger. They tend to be able to endure considerable amounts of stress or pressure until they’ve reached their limits, then will withdraw if there is no chance of getting results without antagonizing others or permanently destroying their relationships with other people—unless they sense that “blowing up” will “clear the air.”

Quite often, they will become angry only with people they believe are weaker or who can handle criticism without retaliating. They tend to become restrained and self-controlled where “causing a scene” is less appropriate; they will express their pent-up rage only later in the safety of their home environments.

Management and Leadership Implications

People with this pattern can usually respond well to the complex demands placed on them when in positions requiring management or leadership. After all, leaders need to be adept at being able to keep the vision of achieving business goals in mind while having enough social dexterity to encourage or coerce others to put out the efforts required to achieve satisfactory results. This style type has some natural aptitude to excel in such a role, but would perhaps make an even better manager (as opposed to leader) of people working in a structured environment, where change does not occur at a bewilderingly fast pace and where ability to respond swiftly with revisions and re-adjustments to schedules or deadlines is not so vital.

To demonstrate strong leadership, a person needs to be focused on getting tasks done creatively and methodically while, at the same time, organizing different people's contributions and solving the problems that inevitably arise. People with the proficient style pattern potentially can develop enough versatility to meet these requirements consistently, but they often find it uncomfortable or unsettling to perform in projects that require such a stressful juggling act.

Recommendations for Enhancing Entrepreneurial Success

These people need to be careful in selecting their environments. They need ones where they can develop harmonious working relationships with other people sufficiently talented and motivated to get things done on time with a minimum of fuss. If they find themselves in a hostile environment, where their harmonious approach to getting results is not appreciated, they can feel misunderstood and soon become sullen and depressed, finding little reason to stay.

Interpersonal communication is often a strength for people with this entrepreneurial style because they are concerned about both being respectful and solving problems. This makes them rather uniquely suited to help others adopt the appropriate attitudes and strategies for maintaining harmonious relations. To be able to help others communicate better, these individuals could undertake some formal training in human resource management and leadership. If nothing else, learning to overcome their own personal limitations will help them help others do the same.

Because of their need to organize and systematize their businesses, developing computer literacy can be an important skill to add to their repertoire of skills. The computer can save them much time in the long run and free them to develop greater style-flexibility in the action and expressive dimensions.

Attending career and lifestyle planning workshops or sessions with a professional employment consultant could also assist these people to select the kinds of structured entrepreneurial environments where their basic needs and goals can be satisfied.

Primary Pattern #2

B & I**Dedicated**

Entrepreneurial Tendencies

Entrepreneurs with this dedicated pattern attempt to work with and through other people to get business results and are often most effective in this mode. They are often very results-driven and recognize that, for them, maximum results are best achieved through the management of others. While willing to attend to relationship aspects involved in a venture, they are even more task-focused and achieve the best results and the greatest satisfaction when surrounded with highly capable, effective, and efficient individuals. Although Interpersonal relations are of secondary importance, they will usually go to considerable effort to develop supportive relationships that will facilitate task achievement.

Dedicated style entrepreneurs often leave employment situations where they have been highly regarded, to start entrepreneurial ventures. Their departure is often surprising to employers since they seem to be both happy and effective. Their need to be free to accomplish their own goals rather than those dictated by others is strong. Yet, they frequently mask their dissatisfaction with others' goals for the sake of maintaining harmony and being productive.

Entrepreneurial Strengths

This style has a unique combination of traits. People with this style possess a strong natural orientation toward seeking action, combined with a marked tendency toward being friendly with others. It is as though these people get results by being friendly, reliable, persistent, and hard-working. Entrepreneurs with this profile pattern often are working on a number of projects simultaneously. They are usually reliable in achieving results and have well-thought-out goals and step-by-step plans for implementation.

It is important to people who score higher in the Interpersonal dimension to create harmony in their dealings with people and within the physical environments that surround them. Therefore, we would expect to find them managing stable entrepreneurial ventures. While they will enjoy chatting with friends or business associates, they are also concerned to get back to business shortly so that tasks are finished on time.

The dedicated person tends to have lists of things that have to be done and checked off. Although the strong influence of the Interpersonal dimension helps stabilize and balance any danger of seeking results-at-any-cost whatsoever, the most dominant tendency in this pattern is the desire to achieve completion of an activity and to secure a result.

Typical Difficulties

Being systematic, organized, and clearly focused, the dedicated style tends toward impatience with others who aren't as industrious and task-oriented. Dedicated people can be brisk and too busy for a variety of friendships or easy-going relationships. They don't seem to need people as much as they need to be busy getting concrete results at some activity or project that fits into their long-range plans for business and life fulfillment.

They can be so preoccupied with themselves and their ambitions that they tend to "do their own thing" at the expense of family or corporate goals. They can get extremely frustrated if things or people get in the way or thwart their plans; they can "blow up" at times or criticize others in a "fit" of frustration (unless their Interpersonal dimension moves in quickly to restore harmony). They can be so mentally preoccupied with their own agendas or checklists that they fail to notice what is happening around them and, quite unintentionally, fail to even hear the content of what others are saying.

Typical Response to Stress

There is a tendency to withdraw and become disillusioned with others when others aren't meeting the performance standards the dedicated person expects. The reaction is often that the dedicated person takes over and tries to shoulder all the responsibility. These people want things done properly and won't be distracted from getting the right results.

Once they get up "a head of steam" or find themselves "on an even keel," they just don't want to lose it. It is as though consistency and predictability of expected results is the highest priority. When this established pattern is threatened, all these people's energies are focused on returning things to normal.

Management and Leadership Implications

In management or leadership positions where development of team spirit and achievement of set targets are very important, these types of people are perhaps the most naturally suited of the four Behavioral action style patterns. They are concerned about the practical issues of reaching concrete goals and yet, with some effort, can attend to the Interpersonal aspects of encouraging others to do their best, being sociable, and promoting a pleasant atmosphere in the workplace. They can also make good managers, especially where the attainment of concrete performance objectives is the primary function.

Recommendations for Enhancing Entrepreneurial Success

Although this style has the least risk of "burnout" among the Behavioral action patterns, care should be taken to slow down, give way, or give in more often when time and circumstances permit. Before starting out so soon to meet the next challenge,

taking time to “smell the flowers,” going for a walk, or playing with the kids may be refreshing and surprisingly therapeutic.

Because people with this style often have clear goals and expectations of how things should turn out, they could improve their effectiveness by drawing more upon the “right side” of their brains—learning to be more creative and intuitive in their approach by doing more lateral, instead of linear, thinking. They need to reflect on ways things could be redesigned and improved, rather than just on how things can be completed.

It would be an asset for these people to develop and practice, on a regular basis, improved communication with the people around them. They could benefit from being more successful at sharing viewpoints and values with others. Usually, for all the Behavioral style types, reading a book on Interpersonal communication would not be enough stimulus to create a change in behavior. They will benefit most from taking courses with professional communications trainers, particularly where coaching in how to deal with different real-life situations is available.

To minimize conflict in their lives, dedicated style people should do all they can do to ensure that those with whom they live and work are willing and able to support them in reaching their goals. They often have a difficult time tolerating inefficiency in others, so working with competent others will create a more harmonious work or family environment. This makes careful selection of associates, partners, or employees even more important.

Secondary Pattern

B, I & A**Persuasive**

Entrepreneurial Tendencies

Individuals with this persuasive style can be effective entrepreneurs, but normally find it necessary to adjust their combined concern for results and harmonious relations with others to ensure that the results-orientation takes precedence. The persuasive pattern is characterized by high mental energy and insight, combined with a strong drive for success.

These types of people, however, often permit their concern for others to interfere with their desire to perform and gain recognition. They frequently do best in situations that require personal selling skills because they can combine a healthy concern for the needs of others with a good deal of drive for accomplishment and creative problem-solving.

Entrepreneurial Strengths

People with this style pattern are likely to be relatively adept at combining their creative mental energy with their orientation toward achieving positive relations with others. The complexity of this style pattern enables such people to be unusually flexible in dealing with the needs of different types of people.

These individuals are skilled at achieving predetermined end results, encouraging others to work together as a team, or convincing others of the merits of ideas or products. Their ability to articulate their thoughts clearly is a definite asset when making presentations, promoting themselves to others, or trying to influence other people's decisions. In this, as in all things, the persuasive person's predominant concern is to achieve a balance between securing results and developing or maintaining high-quality relationships with other people.

Thus, there is likely to develop a network of long-lasting associates or customers who will often refer others because of the quality of the business interchanges they have experienced in the past with this persuasive type person.

Typical Difficulties

Due to the unusual intensity generated by the combination of the triple-high dimensions in this pattern, some people can be intimidated by the persuasive person's multifaceted personality and by his or her somewhat bewildering combination of enthusiasm, intensity, and productivity. Paradoxically, even though people of this style type are greatly concerned to meet the needs of others, some people can see the persuasive person as too enthusiastic, too committed, too optimistic, or too friendly. Also, people can sometimes resent having their own shortcomings so noticeably absent in the seemingly "perfect" personality or behavior of another individual.

Not giving sufficient attention to minor details or to the passage of time can be a problem, especially when the pressure is not immediate or when there are no definite deadlines. Even though this style type is concerned with getting results, there can be a tendency to become preoccupied with the concerns of others, to talk too long on the telephone, or to get so involved with some people that production deadlines are forgotten. This kind of problem is often typical of those involved with making sales or marketing products and who thus expend considerable amounts of time and energy attempting to influence people in "the here and now."

Typical Response to Stress

When stress accumulates or when the pressure is intensified, people with this pattern tend to try even harder and to exert even more energy. At times they can become forceful and aggressive, but are likely to back away and try other strategies later to achieve the same results—especially if maintaining positive human relationships with others becomes threatened.

They become stressed in situations where they can exercise neither control nor influence and they very much dislike the feeling of being helpless or temporarily out of control. These types of people also tend to take "creative breaks" to get away from everything for a while, to gain new perspectives, then return with renewed vigor and strength.

Management and Leadership Implications

Persuasive people exhibit pronounced style flexibility. This is an asset in an entrepreneurial endeavor that requires team achievement, because they can adapt to a wide range of other styles and situations without feeling personally "overstretched." Versatility is one of the key capacities needed by those who take on the complex role of leading other people toward a vision, showing understanding of their feelings, and meeting their needs along the road.

They are likely to encourage others, to win their hearts, and to make them feel like worthwhile members of an entrepreneurial venture or project. They also tend to be committed to human development, not only for its own sake but also because they are convinced it improves productivity and affects the overall success of business ventures. They have the inclination to both lead (people) and manage (production), but sometimes need assistance in handling appointments or deadlines—tasks they should delegate to others whenever possible.

Recommendations for Enhancing Entrepreneurial Success

Suffering “burnout” is a major risk for this type of high intensity style because there is such a potent combination of high energy, versatility, and drive for accomplishments in these people’s personalities. This is often amplified by their having an “upwardly mobile” drive for financial and social success. By focusing so much energy on manipulating situations and encouraging people to achieve desired results, the persuasive person can lose a sense of closeness with others. It is as though there is so much “coming out” of them, not much affection from others really “gets back” to them.

Developing greater intimacy with spouses, relatives, or “special” others can improve this condition of feeling slightly detached and isolated. This could also prevent others from feeling detached from them. People with this style tend to feel they need well-developed communication skills, but they also need to pay attention to their lackadaisical use of time and overuse of personal energies. Further training in time, stress, and energy management could be warranted to develop these areas.

Style flexibility in the Cognitive analysis area could beneficially be developed by setting up systematic ways of handling the details of business operation. Computer literacy would be an advantageous skill to develop to stretch their normal tendency to allow financial details and timelines to “fall through the cracks.”

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

43

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

48

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

37

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

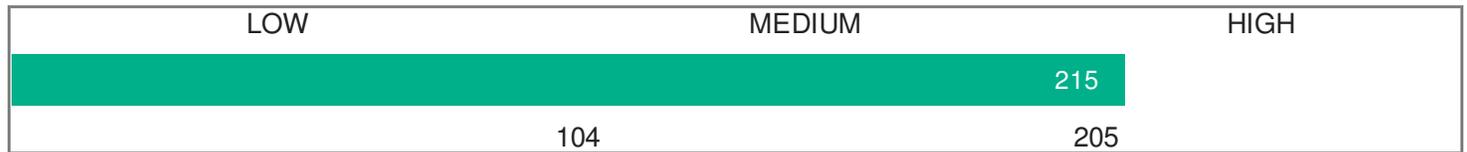
Your Entrepreneurship Success Factors

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.

Entrepreneurial Factors

#	Score	Entrepreneurial Factor
1	10	I showed an early inclination in my life toward hard work and personal achievement. This has not diminished as I have grown older.
2	7	I have always had a craving to generate additional income.
3	7	I have a strong desire for economic security, but even if I had millions of dollars, I would be unwilling to opt for an easier lifestyle where I had less work to do.
4	9	I tend to establish somewhat difficult barriers, such as incurring debt, as a means of motivating myself into action.
5	9	I was an early self-starter. I had an income-producing job or had my own business before age 15.
6	9	I have been fired from at least one job or have quit a job in the anticipation I was about to be fired.
7	6	I have always behaved like an entrepreneur and made deals with people to gain something financially.
8	9	I exhibited a strong need early in life to take charge of situations and to be the one in control.
9	10	I grew up in a family where I was the first-born, first-born of my sex, or an only child.
10	9	I experienced economic constraint or severe economic hardship during childhood.
11	10	I came from a family involved in operating a family business or running a company.
12	8	I felt strong pressure from my family to appreciate the value of education and learning.
13	7	I usually feel that getting approval from others for "a job well done" is relatively unimportant to me.
14	6	I suffer from stress-related illnesses and/or problems but I find stress exhilarating.

Entrepreneurial Factors continued

#	Score	Entrepreneurial Factor
15	4	I tend to be unsuccessful with, and not particularly interested in, outside investments.
16	7	I have the philosophy that I can succeed at just about anything I put my mind to.
17	9	I have a tendency to work erratic hours and do creative work whenever the mood hits.
18	3	I tend to focus mostly on my own interests and concerns and tend to be egocentric.
19	4	I am rather prudent and cautious, even though other people sometimes view me as being quite a risk-taker.
20	8	I tend to be consumed by work and have few hobbies or outside interests.
21	6	I generally dislike and try to avoid work activities that involve management or supervision.
22	9	I believe I can do most things better and more quickly than other people.
23	10	I feel it is generally easier to do things myself than to show other people how to do them.
24	9	I tend to do my best and most creative work at the last minute or in response to extreme pressures or deadlines.
25	9	I tend to take over and do things myself when others are not doing them correctly, even though I have a high regard for training and delegation.
26	7	I understand my personal strengths and weaknesses and am willing to modify my behavior to improve my performance.
27	7	I have a tendency to do poorly in partnerships.
28	7	I often become bored with a given professional or business activity after one or two years.
-	215	TOTAL

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 avocations 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.

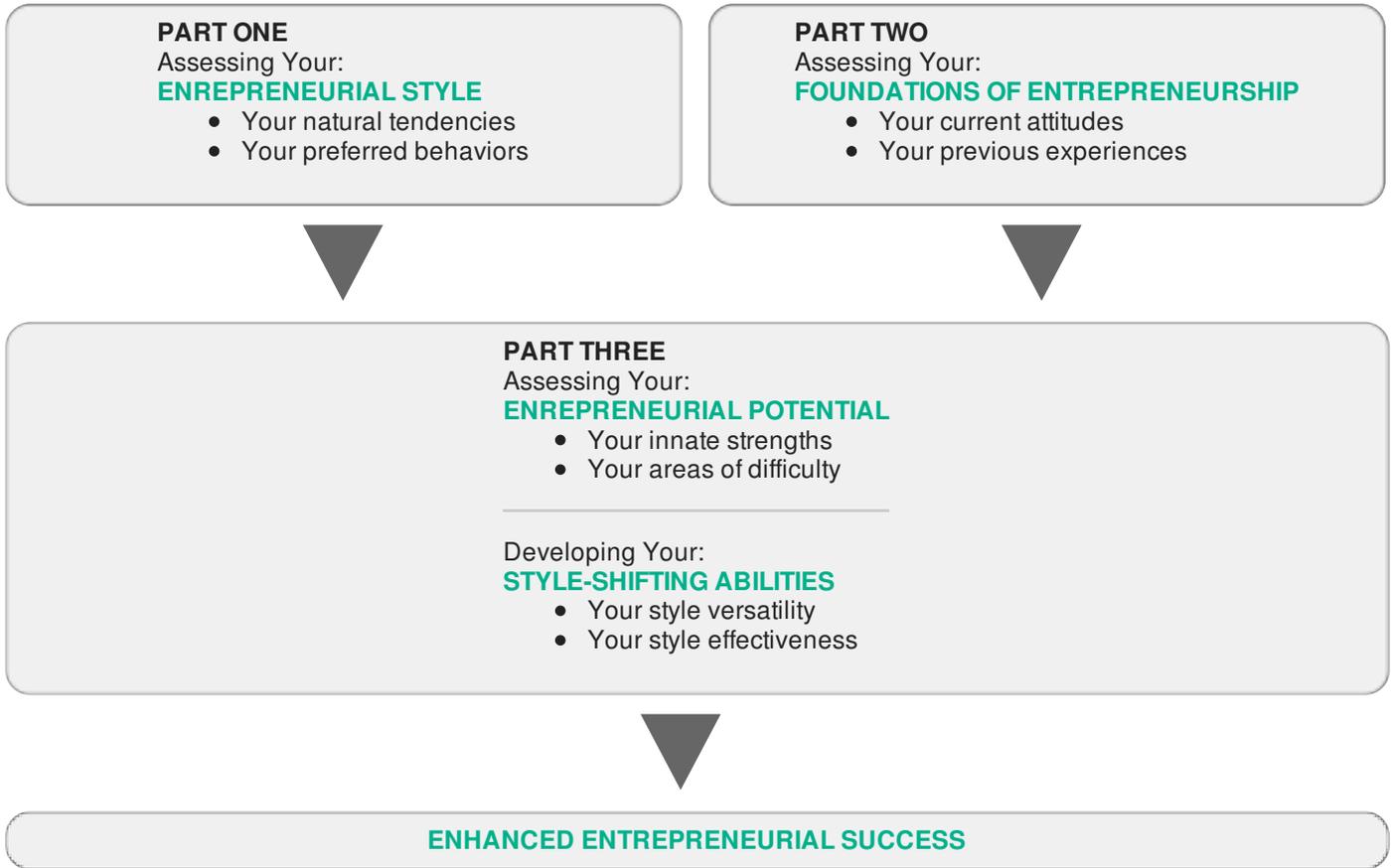
If you are asking even more foundational questions—such as *Why am I here? What kind of business would I enjoy and be good at?*—CRG has other resources that can help you. We suggest that My Source EXPERIENCE Journal™ can assist individuals to document what is most important to them. And through this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