Entrepreneurial Mindset Profile™ Development Guide

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INTRODUCTION *****



The Entrepreneurial Mindset Profile (EMP)™ was developed over the course of several years by a team of psychologists and researchers at the Eckerd College Leadership Development Institute (LDI), a network affiliate of the Center for Creative Leadership (CCL)®. In 2010, LDI's curriculum designers, who routinely incorporate solidly-researched assessments into their leadership development programs, set out on a search for a reputable assessment of entrepreneurial mindset, planning to use it in their programs on leadership and innovation. Finding no assessments that met their criteria for selection, they seized the opportunity to practice what they preached by becoming entrepreneurial and developing an assessment themselves.

For a more thorough description of the EMP development process, please visit http://www.edpmindset.com/files/emp_whitepaper.pdf to download the white paper on "Measuring the Entrepreneurial Mindset."

PURPOSE OF THIS GUIDE



Once you've taken the EMP, whether in an individual or group format, this guide helps you synthesize your results and generate an action plan to leverage your existing strengths and/or enhance skill sets that would benefit you.

There are four main sections:

- EMP Scales: Interpretation, Development and Readings
- Resources on Entrepreneurship
- Successful Action Planning
- Continuous Improvement

Tips

- Look carefully at your feedback report and be familiar with your results before reading this guide.
- · Don't be concerned if you feel a little bit overwhelmed by the amount of data in your feedback report. This guide will clarify the information and provide a structure for creating an action plan.
- Although you will probably focus on specific scales of particular interest to you, feel free to read the descriptions and development suggestions for all of the scales to get an overall view. Many of the scales are closely linked, and reading this guide in its entirety could help increase your effectiveness in a variety of areas related to entrepreneurship.

CAUTIONS



Interpretation, Development and Readings

Feedback tools such as the EMP provide a wealth of data, but the real value in the instrument is in how you interpret it and also what you actually do with the information. Below are some ideas to consider as you evaluate your results.

- Please keep in mind that there is nothing inherently positive or negative about being entrepreneurial. There are situations and roles for which it is helpful to be entrepreneurial, and circumstances in which it is not. Depending on the context, any of the scales measured could serve as a strength to be leveraged.
- Don't let the scores on your feedback report alone determine your path. They are simply one data point in the overall picture of your development, so be sure to seek out other sources of information and feedback.
- People often speculate about whether entrepreneurs are born or made. Our philosophy is that it is a little of both. Everyone has a starting level, but you can move the needle in a positive direction, especially on the scales which are more skill-based.
- If you are or want to be an entrepreneur, know that there is no single profile that represents all successful entrepreneurs. It's possible to have some scores that are much more similar to corporate managers than to entrepreneurs and still be a very successful entrepreneur or "intrapreneur."
- Additionally, it's possible for very high scores on some scales to offset lower scores on others. For example, someone with relatively low scores on Idea Generation and Execution—but with very high scores on Need to Achieve and Persistence—might be highly skilled at implementing very innovative ideas.
- What you consider a "high" score and a "low" score is relative. The feedback report displays your scores in comparison to the average scores of entrepreneur and corporate manager groups. A scale score of 3.5 would probably be considered "high" on Independence, on which both norm groups have average scores below 3.0, but it would probably be considered "low" on Need to Achieve, on which both norm groups have average scores above 4.0. Try to avoid focusing too much on absolute scores and more on how your scores compare to the norm group(s) of interest.



Independence

Description and Interpretation (What High Scores Mean)

People who score high on Independence prefer to have the freedom to set their own direction. They may enjoy being part of a team, but probably only when the team is comprised of competent and largely autonomous individuals. Even though they may selectively value, and even enjoy, collaboration, high scorers are able to work comfortably in situations in which no one is providing them with structure or guidance. They feel capable of deciding themselves where their focus should be and what their priorities are. Some people with high scores enjoy being in charge of others; some do not. What all high scorers have in common is a preference for setting their own direction.

Strengths Overplayed (Possible Downsides of Very High Scores)

People who score very high on Independence may be perceived as prickly or rebellious. They may feel ill at ease in situations in which others—particularly those in positions of authority or those they deem incompetent—make suggestions or requests of them, and that discomfort may translate into behavior that is seen as passive aggressive or even disruptive. They may be perceived as poor team players.

- Set your own standards rather than looking to others for guidance. Trust your own decision making.
- Contrariness and rebellion are not the same thing as independence. Be sure to always voice opinions in a respectful manner even though you clearly disagree with others.
- > Keep track of when you act self-assured and independent vs. when you are deferent, hesitant, or conforming. Reward yourself when acting independently has a positive outcome.
- Make a few, small decisions without talking to others first. If these are received positively, try something a little bolder.

SCALES T

- How much do you question yourself after making a decision? Stop second-guessing, and be confident in your decision-making abilities. Instead of waiting to get approval before you make decisions, try informing after the fact. Get clarity from your supervisor as to when it's okay to move forward without guidance and when consultation is essential. When a new situation arises, communicate that you plan to go ahead with your decision unless you hear otherwise from him within a designated timeframe.
- Look at ways you can contribute beyond the scope of your actual job description. You may be defining your role too narrowly, and there might be things you can do on the side or independently of others that would increase your visibility.
- Do an assessment of your strengths and weaknesses. For the areas in which you are clearly proficient, be assertive about stating your opinions and making recommendations. For areas in which you're still learning, make an effort to get more information, but still actively participate in discussions even though you're less experienced in that particular area.
- Know what is expected of you and what your specific performance outcomes are so that there is no misunderstanding with your supervisor and/or colleagues. Negotiate for more autonomy within the boundaries that have already been established.
- Offer to set the agenda for meetings so that you have more influence over discussion items.



Courage Goes To Work: How to Build Backbones, Boost Performance, and Get Results Bill Treasurer Berrett-Koehler Publishers, 2008

Rebooting Work: Transform How You Work in the Age of **Entrepreneurship** Maynard Webb and Carlyle Adler Jossey-Bass, 2013

The Art of Being Unreasonable: Lessons in Unconventional Thinking Eli Broad and Michael R. Bloomberg Wiley, 2012

The Leader Who Had No Title: A Modern Fable on Real Success in Business and in Life Robin Sharma

Free Press, 2010

The Rise of the Creative Class-Revisited Richard Florida Basic Books; Second Edition edition, 2012



Preference for Limited Structure

Description and Interpretation (What High Scores Mean)

People who score high on Preference for Limited Structure enjoy working on tasks without clear parameters. Compared to individuals who score low on this scale, high scorers are able to flourish in highly ambiguous situations, and are energized by the opportunity to create something—a new product, service or system—from nothing. They find that they are most effective when given plenty of latitude in solving problems, and typically do not need to rely on step-by-step procedures to complete tasks efficiently and effectively. A high level of comfort with ambiguity can be tremendously beneficial, especially in situations involving rapid change.

Strengths Overplayed (Possible Downsides of Very High Scores)

Almost every organization requires some degree of adherence to structure. Whether written or unwritten, there are rules, policies and protocols which must be followed in order for individuals to be successful. Individuals who score extremely high on Preference for Limited Structure may feel at the very least uncomfortable—and maybe even unable to survive—in organizations or situations requiring a high degree of adherence to structure.

- Think about the positive aspects of less structure. Solving a problem without strict parameters can heighten your creativity. Don't be afraid to explore new paths or jump into a project without every single step planned ahead of time.
- Expect ambiguity and change because they are both ever-present in organizations. You may have to push yourself beyond your comfort zone, but it will help you respond to different situations with more flexibility.
- Don't avoid unstructured situations; instead, seek them out. Volunteer for projects where you'll be working under ambiguous conditions.

SCALES

- Think of a time when a lack of structure provided a good result or increased your creativity. Think of the strategies you used then and apply them to a current situation.
- There tends to be less structure as you move up the ladder. The issues are not as clear-cut, and decisions require more adaptability. You might have to focus more on the big picture rather than the small details.
- Loosening the structure may produce new opportunities for synergy and integration that you haven't seen before. Start with low-risk situations, ask people for their reactions to the changes, and then adapt accordingly.
- Identify people you know who handle ambiguity well. How do they behave? Talk with them about their coping mechanisms, and adopt strategies that might work for you.
- Letting go of structure might cause some anxiety. Start a journal about some of your feelings or concerns. Think of two or three ways to relax or alleviate stress.
- Some structures, if too tight, can really impede creativity or innovation. Even existing structures that are working well might benefit from a slight tweak, a major overhaul, or an entirely new approach. Be willing to experiment.
- High scorers on this scale tend to shift gears comfortably and are able to make intuitive decisions. They don't get upset when things are up in the air. Try to decrease your need for structure just a little bit every couple of weeks.



Creativity: Flow and the Psychology of and Invention

Mihaly Csikszentmihalyi Harper Perennial, 1997

Imagine: How Creativity Works

Jonah Lehrer

Canongate Books, 2012

Great by Choice: Uncertainty, Chaos, and Luck-Why Some Thrive

Despite Them All

Jim Collins and Morten T. Hansen

HarperBusiness, 2011

Out of Our Minds: Learning to be Creative

Ken Robinson Capstone, 2011

The Ambiguity Advantage: What Great Leaders Are Great At

David Wilkinson

Palgrave Macmillan, 2006

Nonconformity

Description and Interpretation (What High Scores Mean)

People with high scores on Nonconformity generally feel comfortable standing out from the crowd. Compared to people with lower scores, high scorers are more likely to take an unpopular stand, to challenge a commonly held view, or to play the role of devil's advocate. This willingness to "go against the grain" can be very useful in preventing groupthink and ensuring that a group or organization doesn't get stale. Individuals who score high on Nonconformity are not troubled by being seen as different, and are, therefore, less likely to say they agree with the majority opinion—or let others assume they agree—when they don't.

Strengths Overplayed (Possible Downsides of Very High Scores)

If all people thought, spoke, and behaved exactly like their friends, neighbors, and colleagues, the world would be a pretty dull place. Still, individuals with very high scores on Nonconformity may find themselves taking alternative positions or making highly unconventional choices simply for the sake of being perceived as unique and different. Behaving differently solely for the sake of standing alone can be just as unproductive as agreeing for the sake of agreeing.

- Being a nonconformist doesn't mean you need to reject rules or expectations just for the sake of being different. Nor does it mean you need to impose your opinions on others. It just means that you know who you are and that you are true to yourself. Harpo Marx said "Don't worry about what other people think. The only person in the world important enough to conform to is yourself."
- Be willing to advocate new or unpopular decisions. Don't wait for others to agree with you first or get your boss's approval. Take a stand for things you really believe in even if you're not sure others will like them. Be willing to be the "lone voice" for causes that are important to you.

SCALES T

- Don't immediately judge new ideas or evaluate them from your typical perspective. Keep an open mind about everything. Ask a lot of questions, and be willing to engage in freewheeling discussions.
- Think about some of the most sacred rules or procedures in your organization. What would happen if you just threw them out the window and started from scratch? It's unlikely you would actually do this, but the mere exercise of thinking about it can get the creative juices flowing.
- Think in terms of opposites. When solving a problem, flip it on its head. Ask what is missing or what aspects of the problem are not readily visible.
- Don't rely on how it has "always been done." Experiment. Be playful. Push the envelope a little.
- If you tend to be cautious or conservative, think about ways you can lift any restraints that keep you from thinking outside of the box.
- Being nonconforming takes a secure sense of self, so be prepared to get pushback about some of your ideas. Genuinely listen to any criticism of your ideas because you may learn something from the discussion. If you're wrong, be willing to admit it, but don't change your views just to avoid criticism.
- Sometimes being too conforming stems from a reluctance to get involved in conflicts or disputes. Explore why this might be the case for you. Are you willing to take on a controversial issue by yourself, or are you always playing it safe in the background?
- Don't be too focused on the strict bureaucracy of your organization. Get to know people from several different departments, not just the so-called "influencers," and try to take a fresh perspective or viewpoint.



A Whole New Mind: Why Right Brainers Will Rule the Future Daniel H. Pink

Riverhead Trade, 2006

First, Break All the Rules: What the World's Greatest Managers Do Differently

Marcus Buckingham and Curt Coffman

Simon and Schuster, 1999

The Fearless Fish Out of Water: How to Succeed When You're the Only

One Like You

Robin Fisher-Roffer

Wiley, 2009

The Freak Factor: Discovering Uniqueness by Flaunting Weakness

David J. Rendall

CreateSpace Independent Publishing Platform, 2011

The Icarus Deception: How High Will You Fly?

Seth Godin

Portfolio Hardcover, 2012



Risk Acceptance

Description and Interpretation (What High Scores Mean)

High scorers on Risk Acceptance are generally willing to take risks in order to achieve desired outcomes, particularly if the potential payoff is significant. Compared to low scorers, high scorers on this scale may or may not actually enjoy risk more; some of them may simply accept risk as a necessary component of success as they define it. In fact, some individuals who score high on this scale, who are also more likely to be seen as risk-takers by their friends and business associates, would suggest that the only real risk lies in lost opportunities—that is, in not taking the risk in the first place. Regardless, high scorers are rarely seen as playing it too safe, and their bold decision-making may be instrumental in keeping organizations ahead of the competition.

Strengths Overplayed (Possible Downsides of Very High Scores)

The results of uncalculated or extreme risks can be disastrous. People who score extremely high on this scale may be more likely to pursue risks which—even without the benefit of hindsight—might reasonably be judged to be foolish. Especially when they are responsible for organizational resources, very high risk takers may find that the downsides of their style especially in the eyes of others—outweigh the advantages.

- Be willing to challenge the status quo rather than being complacent. Try to be flexible, open to change, and willing to take chances.
- > Approach every issue as if it is brand new. Don't always look to history to guide your thinking.
- Think back on times when you acted too conservatively. What prompted you to behave that way? What were the drawbacks to that approach or the consequences of holding back? How might you have handled things differently? What gains might you have had if you had been more aggressive?

SCALES

- What role does fear play in your reluctance to take risks? Ask yourself what is the worst thing that could happen if a particular idea or initiative fails. Is the consequence really that bad? Another question to consider is "What is the best thing that could happen if I take action?" Perhaps your fear stems from a self-confidence issue. If so, take time to evaluate areas of strengths and weaknesses, and determine specific areas where self-confidence hinders your effectiveness.
- Treat mistakes or failures as learning opportunities, and, if you have authority over finances, plan your budget to allow for them. Create an environment where mistakes can happen without huge penalties.
- Feed your competitive spirit. Think about the upside (rather than the downside) to taking risks, going for small wins at the beginning and building your way up to more challenging ones. Develop options for how you might perform better against competitors by adopting riskier, more innovative solutions.
- Adopt an experimental attitude, and give yourself incentives for experimentation and risk taking. Be willing to explore the untested and unknown. Think about specific areas of your job that may benefit from experimentation in the upcoming weeks or months, and develop a plan to make that happen.
- Evaluate established processes and rules in your department. What is too confining? What areas might need to be loosened? What are some small steps you could take that might involve a little risk?
- If you're a manager, create an organizational system that supports innovation and risk taking by keeping the organization as flat as possible and encouraging networking across functions. Give freedom to work beyond the normal constraints by keeping bureaucracy to a minimum and giving people latitude to be not only autonomous but playful.



Little Bets: How Breakthrough Ideas Emerge From Small Discoveries

Peter Sims Free Press, 2011

Nothing to Lose, Everything to Gain

Ryan Blain

Portfolio Hardcover, 2011

The Opposable Mind: Winning Through Integrative Thinking

Robert L. Martin

Harvard Business Review Press, 2009

Uncertainty: Turning Fear and Doubt into Fuel for Brilliance

Jonathan Fields

Portfolio Hardcover. 2011

What Got You Here Won't Get You There: How Successful People Become

Even More Successful

Marshall Goldsmith

Hyperion, 2007



Action Orientation

Description and Interpretation (What High Scores Mean)

People who score high on Action Orientation like to take quick and decisive action to solve problems and make things happen. Compared to low scorers, they tend to feel comfortable making decisions even under conditions of uncertainty. They are likely to see greater danger in failing to act quickly than in acting based on incomplete information. High scorers are likely to feel impatient in bureaucratic systems or cultures characterized by a high degree of consensus-building, but if they can find a way to thrive in these environments, their energy and bias for action can have a very positive ripple effect within the system.

Strengths Overplayed (Possible Downsides of Very High Scores)

In most business situations, a bias for action is generally associated with positive outcomes, but there are real dangers associated with overplaying this strength. Specifically, individuals who have extremely high scores on this scale may fail to seek and consider additional information, perspectives, and concerns about a particular course of action, even when doing so could prevent costly mistakes. They may be seen as rash and even reckless in their strong desire for quick action.

- Are you a procrastinator? Whether it is because you thrive on doing things at the last minute, have a perfectionist streak in you that holds up projects until everything is just right, or have a tendency to analyze things to death, putting off accomplishments can seriously sidetrack productivity. Break tasks into smaller pieces, and commit to doing them in small increments, even when you're slightly uncomfortable with the pace.
- Focus on being opportunistic and moving quickly on ideas. Explore ways to speed up the performance cycle so that the time between the initial idea and actual implementation is reduced.
- Adopt the Nike motto of "Just Do It." If additional input from others isn't really necessary, move ahead without it.

SCALES ***

- Focus on a limited number of priorities, and determine which ones are the most urgent.
- When you are stuck about which way to go on an important decision, choose what appears to be the best choice at the time and implement it on a temporary basis. There is much to be learned from a "trial run," and even if it's not successful ultimately, you will have gained perspective and alternatives for the next round.
- Think of a time when you did not move fast enough to meet a deadline or commitment. Perhaps you hesitated on an action that resulted in a lost opportunity. What happened? What prompted the delay or got in the way of your success? Identify any patterns that you see, and analyze what you could have done differently to achieve a better outcome.
- Managing change effectively is a key piece of this scale. To remain competitive, organizations need to be continually changing and adapting. Are you seen as someone who drives important changes without delay? Work at embracing change, and be quick to implement promising ideas.
- Entrepreneurs tend to be extremely busy and "on the go" at all hours of the day. If you are confronted with a major issue, be sure to block out time on your schedule for focused, concentrated thought. Don't belabor the issue, but allow yourself quiet time to think through all of the parameters.



Better Under Pressure: How Great Leaders Bring Out the Best in Themselves and Others

Justin Menkes

Harvard Business Review Press, 2011

Just Start: Take Action, Embrace Uncertainty, Create the Future Leonard A. Schlesinger and Charles F. Kiefer Harvard Business Review Press. 2012

Little Book of Talent: 52 Tips for Improving Your Skills

Daniel Coyle Bantam, 2012

Own YOUR Success: The Power to Choose Greatness and

Make Every Day Victorious

Ben Newman Wiley, 2012

The YOU Plan: A 5-Step Guide to Taking Charge of Your Career in the New

Economy

Michael Woodward

Keynote Publishing, March 1, 2012



Passion

Description and Interpretation (What High Scores Mean)

People who score high on Passion find work highly engaging. Compared to low scorers, they are more likely to enjoy spending long hours working. They may become so involved in their work that they actually lose track of time, and they are likely to feel both challenged and fulfilled by their work. The benefits that typically accompany high Passion scores include both some that are obvious-experiencing more fulfillment and being more productive, for example—and those which are perhaps less obvious but equally valuable—impacting others more positively, missing fewer days of work, and enjoying better health. As the saying goes, when you're doing what you love, it doesn't feel like work.

Strengths Overplayed (Possible Downsides of Very High Scores)

While feeling passionate about one's work is almost always better than the alternative, it's possible to have too much of a good thing. People who are extremely passionate about their work may find themselves, even in social settings, talking about almost nothing else. As a result, they may be perceived as poor listeners or even self-centered. They may also be so highly emotionally invested in their work that they lose perspective, such that even relatively minor setbacks may feel devastating.

Suggestions for Development

Set aside an hour or so to go somewhere quiet and peaceful where you won't be disturbed. Think about—and perhaps write about the times and situations in which you feel "in the flow," when you're working on something so engaging and interesting that you almost lose track of time. What is it you're doing during those times? Are you solving tricky problems? Envisioning exciting new possibilities? Working side-by-side with a highly energized team? Helping others? Think about ways in which you can incorporate more of those activities into your work.

SCALES T

- Sometimes when you're really good at something—such as highly detailed work, organizing projects, or writing—you are asked to do a lot of it, but you may or may not actually enjoy it. Think about not only what you're good at, but what also gives you energy, and see if you can reconfigure your responsibilities, perhaps with help from teammates, in such a way that you do more of what you like and less of what you don't.
- It's pretty easy to see when other people are talking about or doing something about which they feel particularly passionate. Their faces almost literally light up, they speak more rapidly, and they become more animated. Ask a few friends and family members what they believe you are most passionate about based on what they've observed. Reflect on their feedback, and think about the implications for injecting more passion into your day-to-day activities.
- Socialize more with peers so they can see your passion outside of a work setting.
- Demonstrate your passion by inviting others to collaborate on projects that are not only important to you but of interest to them as well.
- Passion can be communicated through motivating others. Think about how you relate to others: Do you give them challenging assignments that increase their skills? Do you know them on a personal basis? Are you available to help them when needed? Do you celebrate their successes? Do you welcome their input about the projects which are most important to you?
- Displaying passion doesn't mean you need to be loud or overbearing, but it is okay to voice your opinions with excitement and intensity. Don't be afraid to display your enthusiasm or unwavering commitment to your organization's overall mission.
- Take time to engage your aesthetic or artistic side. Read poetry occasionally, or visit an art gallery. Recall some activities that you really enjoyed or excelled at as a child and reflect on how they might connect with your chosen occupation. Envision your "ideal" life, and write a paragraph explaining why you would love living your life that way. What steps could you take this week to move you closer to that ideal?



Energy Bus: 10 Rules to Fuel Your Life, Work, and Team with Positive

Energy Jon Gordon Wiley, 2007

Start with Why: How Great Leaders Inspire Everyone to Take Action

Simon Sinek

Portfolio Trade, 2011

StrengthsFinder 2.0

Tom Rath,

Gallup Press, 2007

The Story of Purpose: The Path to Creating a Brighter Brand, a Greater

Company, and a Lasting Legacy

Jeffrey Reiman Wiley, 2012

The 52-Week Life Passion Project

Barrie Davenport

Blue Elephant Press, 2012



Need to Achieve

Description and Interpretation (What High Scores Mean)

People who score high on Need to Achieve have a strong desire to excel in their chosen fields. They have very high standards for themselves and do not consider mediocrity an option. They strive to be to among the best—if not the best—at what they do. Compared to lower scorers, high scorers are more likely to set aggressive goals for themselves and then push themselves to achieve them. Sometimes, individuals who would be considered very high achievers by others may not actually score themselves particularly high on this scale. For these individuals, it may be that their goals are unrealistically high, which means that they will always fall short, or that their accomplishments have been motivated primarily by something other than a desire to excel, such as a desire to make a difference in the lives of others.

Strengths Overplayed (Possible Downsides of Very High Scores)

People with an extremely high drive to succeed professionally may find that their personal relationships suffer, and they may fail to develop outside interests. Also, very high scorers might be unwilling to participate in any activity—even recreational sports or hobbies—in which they cannot excel. Whether it's limited time or an unwillingness to be average that keeps such individuals from trying new things, the impact is the same: a constricted set of interests and experiences, and possibly even a limited worldview.

- Always show high levels of ambition, energy, drive and initiative. Pursue challenges. When was the last time you really pushed yourself?
- Show an interest in building cross functional skills and knowledge in different areas. Force yourself to keep your technical skills current even if you think they're outside the scope of your immediate position. Publicize that you're interested in your own development and let your career desires be known.

SCALES 1

- People who score high on this scale are willing to make sacrifices to get ahead and are eager to move out of their comfort zones. Pick a task with which you are unfamiliar, and volunteer to work on it.
- Have confidence in yourself, and don't be afraid to "market" yourself. Getting noticed by upper management gets you visibility and opens doors for other projects or initiatives. Think about what you want to accomplish, and put yourself in the position to achieve it.
- Determine your top three strengths and figure out ways to capitalize on them. Make a list of projects in which you want to be involved. Pick two competencies you want to develop in the next year, and monitor your progress.
- Top achievers often seek out problems that have the greatest strategic importance to the organization and find ways to contribute in those areas. Maybe you need to take additional classes or attain some type of certification. Expanding your capabilities in this way may require investing your own money or time.
- Professional networking is often a first step to achievement. Look for mentors who can guide you in navigating organizational politics and introduce you to key players. Actively work at getting regular feedback to improve your skills. Be cognizant of your reputation.
- Is your life path leading you to live up to your potential? If you've become too satisfied with the status quo, look for ways to broaden your skills. Build a track record of success in a variety of different arenas: planning, implementing, innovating, etc.
- Maintain an "achievement journal" which lists accomplishments, accolades, and recent success stories.
- Think of a time you achieved something of substance entirely on your own. Do you remember how good it felt? What do you need to do to create that feeling again?



Drive: The Surprising Truth About What Motivates Us

Daniel H. Pink Riverhead, 2011

Extreme Productivity: Boost Your Results, Reduce Your Hours

Robert C. Pozen HarperBusiness, 2012

Maximum Achievement: Strategies and Skills That Will Unlock Your Hidden Powers to Succeed

Brian Tracy Simon & Schuster, 1995

The 80/20 Principle: The Secret of Achieving More With Less

Richard Koch

Crown Business, 1999

Train Your Brain for Success: Read Smarter, Remember More, and Break Your Own Records

Roger Seip Wiley, 2012



Future Focus

Description and Interpretation (What High Scores Mean)

People with higher scores on Future Focus tend to prefer strategic, longterm thinking to tactical, short-term action. Compared to people who score lower on this scale, higher scorers are more likely to ask themselves how their vision for the future impacts what they should be focusing on right now. The benefits of high scores on Future Focus are substantial. For one thing, there are plenty of people who are naturally drawn to activities that allow them to see quick results, and so futurefocused thinkers may provide a uniquely valuable perspective—one that is critical to the long-term viability of organizations both large and small. Also, whether it comes naturally or as the result of disciplined intention, a tendency to think strategically and envision future possibilities is a key to innovation.

Strengths Overplayed (Possible Downsides of Very High Scores)

In and of itself, an extreme future focus doesn't guarantee effective strategic thinking or better long-term outcomes. Without complimentary skills such as leadership, execution, and analytical thinking, someone with an extremely high score on this scale might be seen as a dreamer someone who is out of touch with reality and can't get much done. Also, even in combination with other important skills, people with extremely high future focus may overlook critical data about the current reality, which could result in poor decision-making.

- Don't examine issues solely in terms of how they affect today's current environment, but, instead, evaluate them in terms of both long-range and big picture considerations. At a minimum, plan for a three-year horizon.
- "Anticipating" is a key factor to this scale. Anticipating challenges, opportunities, resources, external forces, and trends all can help you develop a future orientation that guides your decision making.

SCALES

- Keep the end in mind at all times. Plan a sequence of steps to get you to that end. Be sure that any plans for long-term objectives include sub-tasks along the way to increase the likelihood of success.
- You may be doing everything right today, but if you're not thinking about what you need to do to succeed tomorrow or five years from now, you run the risk of being beat by your competitors. Create a vision for the future and the steps you need to take to get there. Think strategically about tasks. Take into consideration the interdependence of different departments and how important it is that different groups function well together.
- Always be aware of resources that might be needed in the future, and work proactively to procure them.
- Make sure that your own goals and those of your team members include at least one ongoing, long-term objective that is tied to the overall strategic plan of your organization.
- Think about what could go wrong or possible roadblocks that may emerge. Create contingency plans to address these possible detours.
- Don't get bogged down too much in the day-to-day details, but maintain a broader perspective and a curiosity about the future. Allow time for you and your co-workers to engage in out-of-the box thinking and "what if" scenarios.
- Thinking about the future takes time away from the day-to-day operations of your organization. Take this time. If you have direct reports, delegate some of your easier tasks, and designate at least one hour a week to reflecting on future needs. Recognize that giving yourself this extra time may require better time management skills.
- Cultivate a long-term mindset as you interact with others. Challenge them to connect their ideas and projects to the organization's strategy for the future, and talk about the implications down the road for decisions you're making today



Designing for Growth: A Design Thinking Toolkit for Managers Jeanne Liedtka & Tim Ogilvie Columbia University Press, 2011

Leaders Make the Future: Ten New Leadership Skills for an Uncertain World Bob Johansen Berrett-Koehler Publishers, 2012

Start at the End Dave Lavinsky John Wiley & Sons, 2012

The Back of the Napkin Dan Roam The Penguin Group, 2009

The Innovator's Solution: Creating and Sustaining Successful Growth Clayton M. Christensen and Michael E. Raynor Harvard Business School Press, 2003



Idea Generation

Description and Interpretation (What High Scores Mean)

People who score high on Idea Generation find it very easy to come up with lots of ideas, regardless of the situation or the nature of the problem to be solved. The higher the score on this scale, the more likely it is that the individual not only offers ideas in greater numbers than others, but also produces ideas of greater novelty. High scorers are likely both to enjoy and to be good at brainstorming. Their ability to make novel associations and see new possibilities can be incredibly helpful both in their individual pursuits and within organizations. Particularly when a team is stuck, or needs to think about a product, service, or business plan in a very new way, colleagues high on Idea Generation can make invaluable contributions.

Strengths Overplayed (Possible Downsides of Very High Scores)

Depending on when and how they express them, people with lots of new ideas may irritate some of their team members. This is especially true when those on the receiving end of the ideas value efficiency or tradition; to these individuals, the constant stream of new ideas may feel impractical, distracting and time-consuming. Working for managers high on Idea Generation can be particularly vexing for employees who confuse a boss' brainstorming with a mandate for executing on the ideas.

- Expand your thinking by reading publications geared toward creativity, innovation, and cutting-edge practices. Keep current on new trends, not only in your field but also in other areas of business and pop culture.
- Labeling yourself as someone who never comes up with good ideas can become a self-fulfilling prophecy. Challenge yourself to step out of your comfort zone, and aim to think "outside of the box" on every issue. Surround yourself with people who do this naturally so that you will be stimulated to think in offbeat ways.

SCALES **

- Engage in a defined "brainstorming" session with others during which time normal judgment is withheld. Try not to criticize ideas immediately. Even if you think an idea seems silly or even ridiculous, allow time for a lively discussion about it. Sometimes good ideas and solutions that are workable emerge from an idea that wasn't so feasible initially.
- > Review ideas that have been introduced and discarded over the last six months. Are there any you want to re-visit?
- Think about some of the most creative ideas you've had in the past. What made them creative in your mind? What do you remember about how you generated them? Were you taking a walk? Brainstorming with a team? Listening to opera? Visiting a museum? Reflect on the situations that most connected to your tendency to think creatively, and intentionally reproduce those situations as much as possible.
- > Set a goal to come up with a new idea every week.
- Consider forming a New Idea Task Force which would meet monthly to brainstorm. Develop incentives for ideas that lead to increased efficiency or innovation.
- Challenge yourself to get "right-brained" in order to generate novel ideas. First, write down a question (e.g., how could we innovate our business model?) or a problem (e.g., how can we compete with organizations with more resources?). Then, visit an art museum or view an image gallery on-line. While keeping your question in mind, select an image that intrigues you. Ask yourself how the image relates to the question. Be open to whatever comes up, no matter how surprising or unexpected. You can also try this with a friend or colleague, as you'll find you will build on each other's associations.
- Be open and upbeat when people first float novel ideas. Sometimes a terrible idea could inspire a great one, so fostering an environment of openness and acceptance creates safety and encourages everyone to take risks.
- Make a point of regularly reading materials outside your area of expertise. Many of the most innovative ideas come from integrating what we previously considered tangential topics into our thinking.
- Keep a notepad and pen handy when traveling to new countries or regions and jot down any observations you make about customs or practices that are new to you; ask yourself what new ideas these observations could stimulate.



Ideaship: How to Get Ideas Flowing in Your Workplace

Jack Foster

Berrett-Koehler Publishers, Inc., 2001

Medici Effect: What Elephants & Epidemics Can Teach Us About Innovation

Frans Johansson

Harvard Business Review Press, 2006

Six Thinking Hats

Edward de Bono

Advanced Practical Thinking Training, 1992

Thinkertoys

Michael Milchalko

Ten Speed Press, 2006

Where Good Ideas Come From: The Natural History of Innovation

Steven Johnson

Riverhead Trade, 2011



Execution

Description and Interpretation (What High Scores Mean)

Individuals who score high on Execution are particularly skilled at taking an idea and making it reality. Whether they are implementing their own idea or someone else's, and whether it's a big idea or a relatively minor one, they are likely to have a reputation for "getting it done." The ability to execute well is critical in any profession or organization, and when applied at the strategy level, it can be particularly valuable. High scorers who have responsibility for executing on high-level strategic initiatives are likely to demonstrate an ability to understand the vision, translate it into tactical action steps, and then implement—either on their own or through a team.

Strengths Overplayed (Possible Downsides of Very High Scores)

In order for execution to have value, it's necessary that the original idea, plan or strategy is a good one. Extremely high scorers who fail to exercise good judgment in selecting their projects may get caught in the "activity trap," exerting plenty of effort but producing little—if anything—of real value. Being talented in operations does not substitute for proficiency in strategy development.

- If you are responsible for a team, establish clear-cut goals, and make sure that everyone clearly knows who is doing what to minimize the chance of misunderstanding and conflict. Be specific about your expectations regarding quality, deadlines, innovation, collaboration, etc.
- Anticipate crises and barriers to success. Have plans in place to deal with them before they actually happen.
- Knowing how to leverage people and resources is an important aspect of execution. Examine the people or procedures that are obstacles to getting things done. Focus on the top two or three, and write out a specific plan to address them.

SCALES §

- Effective follow-through is important. At the beginning of the week, make a list of activities required to bring closure on certain projects. Refer to this list throughout the week, and make sure unfinished business doesn't fall off the radar screen. Establish checkpoints and milestones to monitor progress on key goals.
- If you are a manager, view long-term goals with your staff, and remind them that new projects or initiatives need to be aligned with the business strategy or key outcomes. Give recognition to employees whose actions have a direct, positive impact on business objectives.
- Push the standards for quality performance upwards. Always be looking for ways to improve, and establish the mindset that continual change and improvement is the norm for your organization.
- Maintain a balance between long-term strategies and day-to-day operational issues. Evaluate when your focus should be on the "forest" and when it should be on the "trees."
- If you have people reporting to you, reflect on your delegation habits. Do you rely too much on your own efforts to get things done, ore are you delegating too much without giving sufficient direction or guidance? Are there important tasks in which you should be more involved? Are your expectations clear when you do delegate an assignment?
- Volunteer for leadership assignments outside of work to expand your capabilities in this area.



Change Anything: The New Science of Personal Success

Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan, and Al Switzler Business Plus, 2012

Getting Things Done: The Art of Stress-Free Productivity

David Allen

Penguin Books, 2002

The 4 Disciplines of Execution: Achieving Your Wildly Important Goals

Chris McChesney, Sean Covey & Jim Huling

Free Press, 2012

The Other Side of Innovation: Solving the Execution Challenge

Vijay Govindarajan and Chris Trimble

Harvard Business Review Press, 2010

Your Brain At Work: Strategies for Overcoming Distraction, Regaining

Focus, and Working Smarter All Day Long

David Rock

HarperBusiness, 2006



Self-Confidence

Description and Interpretation (What High Scores Mean)

Individuals who high score on Self-Confidence feel good about their skills and abilities. They are generally content with who they are and what they are capable of, and believe that their existing talents and capacities are sufficient to help them achieve their most desired goals. A strong sense of self-assuredness in a team member may put others at ease as well; it can be difficult to place trust in someone who frequently expresses self-doubt. High scorers may find that they are willing to take try new things and take on new challenges more readily than low scorers, and they may enjoy greater accomplishments as a result.

Strengths Overplayed (Possible Downsides of Very High Scores)

Although it's not inevitable, individuals with extremely high scores on Self-Confidence are probably more likely than low scorers to be perceived as arrogant. There's a fine line between an appropriately-high and an inflated sense of confidence in oneself, and exactly where that line falls may well depend on the audience. If a very high score on this scale is actually masking low self-esteem, it may be accompanied by over-the-top-and perhaps irritating—attempts to prove one's abilities to others.

- Spend some time thinking about who you are and where you want to go in your career. List your top three major accomplishments of the last few years. Why were you successful with these? Transfer the steps you took then and apply them to current projects. By applying your strengths to future situations, you increase the likelihood of repeating past successes.
- > Set small goals for yourself, and work hard to accomplish them. The more you achieve, the better you will feel about yourself, and you will start to establish a pattern of success.

SCALES **

- People with high self-confidence tend to look at obstacles as opportunities rather than roadblocks. They like new things and aren't afraid to take on new challenges. They also accept setbacks with ease, knowing that setbacks are often the result of external circumstances rather than an internal failing.
- A lack of confidence can be exacerbated by self-critical thinking. It is important not to let negative thoughts overwhelm you. "Changing the tape" of negativity into positive self-talk is the first step toward seeing yourself in a different light. Be aware of any triggers that prompt the "I'm not good at that" way of thinking.
- Prepare and practice...then practice again. One way to feel confident is to know that you are as prepared as you possibly can be. Whether it is making a presentation, writing a report, or simply making a point during a meeting, the more prepared you are, the more in command you'll be. Think ahead about possible questions you might get from others, and rehearse your answers.
- Seek out a mentor or trusted colleague with whom you can share honestly. Ask for feedback on which of your behaviors are most and least helpful to your day-to-day performance.
- Gain confidence by taking on leadership roles in other settings such as church or school. Volunteer for a charity or organization that is important to you.
- Be careful about how you respond to constructive criticism. Rather than being defensive, think of it as an opportunity to learn and grow. Realize that colleagues who are honest enough to share constructive feedback with you most likely value your contributions and genuinely care about your development.
- Self-confidence often involves a sense of competence. If there are specific areas where you think you are weak or lagging behind your colleagues (technical skills, writing skills, interpersonal skills?), be proactive in developing that area by seeking out resources, taking a class, or practicing on your own time. Commit to the areas of professional development which will bring the biggest payoff. Ask for assignments that are challenging but within your range of expertise.



Recommended Readings

Ask For It: How Women Can Use the Power of Negotiation to Get What They Really Want

Linda Babcock and Sara Laschever Bantam, 2009

BRAG: The Art of Tooting Your Own Horn Without Blowing It Peggy Klaus

Warner Business Books, 2004

From Values to Action: The Four Principles of Values-Based Leadership Harry M. Jansen Kraemer Jossey Bass, 2011

Leadership Presence Belle Linda Halpern and Kathy Lubar Gotham, 2004

Stand Up For Your Life: A Practical Step-by-Step Plan to Build Inner Confidence and Personal Power

Cheryl Richardson Free Press, 2003



Optimism

Description and Interpretation (What High Scores Mean)

People who score high on this scale tend to see the bright side of life. They generally expect that things will go well for them—that people will do the right things, that challenges can be overcome, and that their own needs will be met. High scorers are also likely to experience the world as largely benevolent. Although they may acknowledge that bad things happen, they tend to focus on the good. They are likely to be seen by others as positive and upbeat, and their positivity can be a powerful source of energy and momentum for their colleagues. An emerging body of research (see *Positivity* by Barbara Frederickson) suggests that positive emotion contributes directly to enhanced problem-solving and more satisfying interpersonal interactions.

Strengths Overplayed (Possible Downsides of Very High Scores)

People with extremely high scores on this scale may be so focused on the good in people that they fail to see their limitations. They may be so focused on the potential upsides of a particular course of action that they fail to account for the potential downsides. Although the benefits of optimism are many--in both professional and personal arenas—a healthy dose of realism is necessary for anticipating and preventing potential difficulties.

Suggestions for Development

- A cornerstone of optimism is expectations. When you expect something to turn out badly, it often becomes a self-fulfilling prophecy. Likewise, expecting good results more often than not leads to a positive outcome.
- One way to practice optimism is by countering pessimistic thoughts with positive ones. Instead of saying "I feel completely overwhelmed. There's no way this is going to work out well," you can tell yourself "This is challenging, and I'm sure there is a good result to all of this. I just don't know what it is yet."

SCALES **

- Explore how you interpret information or situations. Are you overly harsh on yourself or others? Do you put yourself or others down or focus on failures? Constant negative messages can damage not only a person's performance but his self-image as well.
- Identify triggers for your pessimism or negative thinking. Does it happen more when you are feeling insecure, stressed, or fearful? Be aware of people and situations that prompt your negativity, and do your best to surround yourself with optimists.
- Keep track of your inner dialog when faced with adversity, and look for patterns. Try to interrupt these negative thoughts and concentrate on something else. Analyze the thoughts. Are they really true? Do they hold up under scrutiny, or are you just going down a negative path without really looking at the full picture.
- Pessimists tend to make universal statements rather than looking at the specific facts of any one event. Example: "I'm a horrible public speaker" rather than "I didn't give my best presentation today." Try to notice when you might be over-generalizing, and then challenge yourself to get more specific.
- Pessimism in the workplace can be very contagious, so it is important that each individual take responsibility for having a positive disposition and attitude. Be sure to energize yourself with the things that spark your enthusiasm, and try to remain upbeat, especially during stressful times.
- Examine your initial reactions to new situations. When you get an assignment, do you automatically assume you don't have the requisite skills to get it done, or do you think "I'm smart and competent. This will be an exciting challenge." When a mistake occurs in your workplace, do you assume it's all your fault, or do you consider that others might have contributed as well? When your supervisor says he wants to talk with you, do you immediately think he has negative feedback for you, or do you look forward to the conversation, assuming it could be about any number of subjects?
- With the ever increasing demands on today's employees, work environments can be incredibly serious. Projecting a little humor into situations that appear to be wrought with pessimism can go a long way in changing everyone's mood. Do your best to lighten things up when appropriate. Having a little fun with your colleagues can foster connectivity and a common desire to work through tough issues amicably.



Recommended Readings

Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment

Martin Seligman The Free Press, 2003

Learned Optimism Martin Seligman

Vintage, 2006

Primal Leadership: Learning to Lead with Emotional Intelligence Daniel Goleman, Richard E. Boyatzis, and Annie McKee Harvard Business Review Press, 2004

The Art of Possibility: Transforming Professional and Personal Life Rosamund Zander and Benjamin Zander Penguin Books, 2002

The Positive Dog: A Story About the Power of Positivity Jon Gordon Wiley, 2012



Persistence

Description and Interpretation (What High Scores Mean)

People who score high on Persistence are likely to be seen as tenacious in pursuit of their goals. Compared to low scorers, they are more motivated to find a way around obstacles, persisting in their efforts despite setbacks or even failures. While success in almost any endeavor—professional, personal, artistic, or athletic—depends on many factors, almost no one would deny the importance of persistence. In team settings, persistence is an especially valuable skill set, as it means that shared goals are less likely to derail. Whether the goal is closing a sale, creating a strategic alliance, or even launching a new company, a determined and disciplined approach can be the difference between success and failure.

Strengths Overplayed (Possible Downsides of Very High Scores)

While persistence in the face of setbacks usually contributes to success, there are times when the smartest thing to do is recognize that a particular approach is not working, or that an obstacle is truly insurmountable. Extremely high scores on Persistence may be associated with the kind of dogged determination that keeps people from making necessary and timesaving course corrections.

Suggestions for Development

- Persistence involves a great deal of tenacity and determination in moving things forward and accomplishing goals. It often requires a mentality of "I will finish this."
- Demonstrating stamina despite setbacks or obstacles is a key factor. Rather than getting easily discouraged, keep the end goal in mind at all times. Try different strategies before you give up on the entire initiative. Realize, too, that setbacks may cause you to procrastinate even more. When this happens, re-energize yourself by involving others, deliberately take a break to re-focus, or do fun activities you know will re-charge your batteries.
- If you have "given up" or abandoned a project, evaluate why. What is holding you back? Are you bored? Are you not enjoying it anymore? Are you lacking in some key skills that would help you accomplish what you set out to do?

SCALES

- Some people are great at coming up with ideas but not at actually implementing them. Is this you? If you are only motivated to be involved to a certain point, and then you lose interest, find a topic or task that is personally compelling.
- Try to have a "can do" attitude even when the obstacles seem huge. What seems to be an impossible task might just be a temporary impasse.
- It might seem obvious, but taking care of yourself through diet, exercise, and stress-relieving activities is important to maintaining attention and energy levels. Some goals require sustained effort over a long period of time, and you need to be at your best to prevail. Consider working with a personal trainer or a nutritionist, and be aware of work-life balance.
- Get inspired by reading novels or true-life stories about people who persevered in the midst of tremendous odds. Examples include Helen Keller's The Story of My Life or Count of Monte Cristo by Alexandre Dumas.
- Are you not persistent because you dislike controversy or conflict? Persevering on an initiative often involves resistance from colleagues. Listen to others' concerns, invite suggestions, and even make changes if necessary, but don't just give up or give in because you hear a few adverse reactions from other people.
- If you're having trouble solving a problem, look to others who might bring a fresh perspective on the issue to get their input. Brainstorming ideas with people who have totally different roles than you can jump-start what appears to be a dead end.



Recommended Readings

Deep Smarts: How to Cultivate and Transfer Enduring Business Wisdom Dorothy Leonard and Walter C. Swap Harvard Business Review Press, 2005

Ninja Innovation: The Ten Killer Strategies of the World's Most Successful Businesses Gary Shapiro William Morrow, 2013

Switch: How to Change Things When Change is Hard Chip Heath and Dan Heath Crown Business, 2010

The Power of Persistence: Real Life Stories of Real People Creating Extraordinary Results

Justin Sachs Motivational Press, 2009

The Secrets of Resilient Leadership: When Failure is Not an Option. Six Essential Characteristics for Leading in Adversity George S. Everly, Jr., Douglas A. Strouse, and George S. Everly, III DiaMedica, 2009



Interpersonal Sensitivity

Description and Interpretation (What High Scores Mean)

Contrary to the pattern we see on the other 13 scales, entrepreneurs score themselves lower on Interpersonal Sensitivity than do corporate managers. That is, entrepreneurs tend to see themselves as relatively less interpersonally sensitive. While they are willing to take risks, they do so with an understanding that the stakes are high. As a result, they are likely to be especially focused on their actual work—the tasks that they see as critical to their success—and less focused on the feelings of people around them. So, while enhancing this skill set might not make someone more entrepreneurial per se, the potential advantages of strong interpersonal skills are clear for all individuals, whether they are entrepreneurs or not. People who score high on this scale are likely to be more attentive and responsive to the feelings of others, and are seen, therefore, as easy to work with and more collaborative. For this reason, others are probably more likely to offer them plum assignments and attractive opportunities.

Strengths Overplayed (Possible Downsides of Very High Scores)

Especially in roles that necessitate tough business decisions, extremely high scores on Interpersonal Sensitivity can actually decrease effectiveness by making it more difficult to take decisive and courageous action. For someone who is running a business, or who has P&L responsibility for a team, prioritizing others' feelings over business results could have adverse consequences. It's hard to say what an optimal level of interpersonal sensitivity is, but it will no doubt vary based on context. One's position, organization and business goals all play a part, but it's probably always a good goal to balance the needs of people with the needs of the business.

Suggestions for Development

- A key element of this scale is caring about the needs of others. Try to make people feel valued by expressing gratitude for their contributions, paying attention to their concerns, and genuinely listening to their ideas.
- It takes a lot of curiosity to be a good listener. Sometimes what you think you already know might actually be your biggest enemy. Shift your goal from helping, persuading, or solving to simply understanding or learning. It takes great effort to really tune into the other person's point of view and focus on understanding what he has to say without judging, formulating a response in your head, or, worse, immediately giving advice.
- One of Stephen Covey's habits of highly effective people is "Seek first to understand, and then to be understood." This concept is crucial for demonstrating empathy and making the other person feel affirmed or validated. Stay fully present in conversations by paying attention to both verbal and non-verbal cues, using reflective statements ("It sounds as if...") and paraphrasing.
- People may score low on this scale because they are seen as being too results-oriented, overly aggressive, or impatient. Refrain from looking at every confrontation as a win/lose situation. Try to notice when you are getting ready to advocate for your own position or counter the other person's perspective, and, instead, ask a thoughtful question or explore the validity of the other's position.
- Paying attention to the other person's feelings is a critical piece of the puzzle. Don't mistake acknowledging feelings with agreeing with the other person. It's possible to recognize and/or respond to someone's feelings but still disagree with the substance of what he is saying.

Examples include:

- "Sounds as if you're feeling pretty frustrated (upset, angry, sad, etc.)."
- "I can see you feel about that."
- "I can appreciate why you might feel that way."
- "What I'm hearing is..."

Ask open-ended questions to open up the door for more dialogue:

- "Help me understand better..."
- "Tell me about..."
- "What are your thoughts on..."
- "I'm interested in knowing about..."



- Simple courtesies such as smiling, focusing on the similarities you share with the other person, avoiding presumptions or conclusions, not interrupting, and maintaining eye contact, all go a long way in building rapport and putting people at ease.
- It is essential to be open-minded and tolerant of differences. Be as inclusive as you can, and make sure divergent views are heard in important discussions.
- Be available to people. Walk around, connect with others on nonbusiness issues, and don't stay behind a closed door all day.

Recommended Readings

Crucial Conversations: Tools for Talking When Stakes Are High Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler McGraw-Hill, 2011

Emotional Intelligence 2.0

Travis Bradberry and Jean Greaves TalentSmart. 2009

Just Listen

Mark Goulston American Management Association, 2010

The Five Dysfunctions of a Team

Patrick Lencioni Jossey-Bass, 2002

The SPEED of Trust: The One Thing That Changes Everything Stephen M. R. Covey, Stephen R. Covey, and Rebecca L. Merrill Free Press, 2008

RESOURCES ***



Resources On Entrepreneurship

Recommended Readings

Army of Entrepreneurs: Create an Engaged and Empowered Workforce for Exceptional Business Growth Jennifer Prosek and Darren Hardy AMACOM, 2011

Business Innovation in the Cloud: Executing on Innovation With Cloud Computing

Jim Stikeleather and Peter Fingar Meghan-Kiffer Press, 2012

Business at the Speed of Now: Fire Up Your People, Thrill Your Customers, and Crush Your Competition

John M. Bernard Wiley, 2011

Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company

Robert Hisrich and Claudine Kearney McGraw-Hill, 2011

Entrepreneurial DNA: The Breakthrough Discovery that Aligns Your Business to Your Unique Strengths

Joe Abraham McGraw-Hill, 2011

How Successful People Think: Change Your Thinking, Change Your Life John Maxwell

Center Street, 2009

How to Change the World: Social Entrepreneurs and the Power of New Ideas

David Bornstein Oxford University Press, 2007

Innovation: The Five Disciplines for Creating What Customers Want Curtis R. Carlson and William W. Wilmot

Crown Business, 2006

RESOURCES ***



Intrapraneuring in Action: A Handbook for Business Innovation Gifford Pinchot and Ron Pellman Berrett-Koehler Publishers, 2000

Innovation and Entrepreneurship: Practice and Principles Peter F. Drucker HarperBusiness. 1993

Leading at the Speed of Growth: Journey from Entrepreneurship to CEO Katherine Catlin and Jana Matthews Wiley, 2001

The 4 Essentials of Entrepreneurial Thinking: What Successful People Didn't Learn in School

Cliff Michaels Greenleaf Book Group Press, 2012

The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business

Clayton M. Christensen HarperBusiness, 2011

The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses

Eric Ries

Crown Business, 2011

RESOURCES ***



Resources On Entrepreneurship

Websites

About.com (Entrepreneurs) www. entrepreneurs.about.com

All Business www.allbusiness.com

BusinessWeek (Small Business) www.businessweek.com/small-business

CEO-Collegiate Entrepreneurs' Organization www.c-e-o.org

Entrepreneur www.entrepreneur.com

Entrepreneur Meetup entrepreneur.meetup.com

Entrepreneurial DNA www.bosidna.com

Entrepreneurial Learning Initiative (ELI) www.elientrepreneur.com

Entrepreneurs' Organization www.eonetwork.org/Pages/welcome.aspx

Entrepreneurship.org www.entrepreneurship.org

Forum for Woman Entrepreneurs www.fwe.ca

General Assembly gerneralassemb.ly

Management Innovation Exchange www.managementexchange.com

RESOURCES **



Mashable mashable.com/business

National Association of Women Business Owners www.nawbo.org

Network for Teaching Entrepreneurship www.nfte.com

SCORE www.score.org

Startup Nation www.startupnation.com/business-blogs

TiE Global www.tie.org

Under 30 CEO under30ceo.com

U.S. Association for Small Business and Entrepreneurship (USASBE) www.usasbe.org

Young Entrepreneur Council (YEC) www.theyec.org



Successful Action Planning

General Suggestions

Creating a successful Action Plan takes effort and focus. Following are guidelines that increase the likelihood of accomplishment.

- Keep it Simple. Concentrate on one or two goals which will have the greatest impact. You can always add new ones as goals are accomplished, but don't spread yourself too thin trying to tackle everything at once.
- Remember to be "SMART." Goals should be Specific, Measureable, Attainable, Relevant, and Timely. Creating goals that meet these requirements significantly increases success.
- Hold Yourself Accountable. One of the best ways to ensure progress is to enlist an accountability partner. Pick a trusted colleague with whom you can share both triumphs and setbacks and who will commit to helping you stay on track.
- Get Additional Feedback. EMP results are just one piece of a much larger puzzle. Let others know what you are trying to improve and what specific actions you're taking, and ask them to give you periodic feedback to help monitor your progress. Seeking feedback from colleagues not only builds support, but it also helps you refine your overall plan.
- Take a Team Approach. Team members can be invaluable as you follow through on your action plan. If you are weaker in one scale, find others who complement you. If you want to develop a certain competency, identify colleagues who excel in that particular area and model your behavior after theirs.
- **Think Broadly.** Don't assume that higher scores are always better. Design your action plan in terms of your role, your organization, your values, and your future. Consider whether—and if so how—it would benefit YOU to be more entrepreneurial.



EMP-Individual

Step 1: First Impressions

Depending on the reason(s) you took the EMP, and your expectations of the results, you may have a number of reactions upon viewing your report.

1. What pleases you about the results?
2. What concerns you about the results?
3. What questions do you have about the results?



EMP-Individual

Step 2: Comparisons

Take a look at how your scale scores compare to those of the entrepreneur norm group and the corporate manager norm group. (If you are part of a team that also took the group version of the EMP, compare your individual scores to those of the team.)

List the key similarities and differences you notice between your scores and those of the other groups.

1	
2	
3	



	ur highest scores overall. How do your scores on
hese scales any of these	s help you? How, if at all, might you be overplaying
	ur lowest scores overall. How do these scores play out ? How might you benefit from enhancing one or more les?
everage to	scale, regardless of your score on it, that you would like to a greater extent. How will you capitalize on this asset? ing so benefit you?
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EMP-Individual

Step 4: Goals

When setting goals, you might choose a scale on which you scored low that you'd like to enhance. On the contrary, if you're concerned that you might be overplaying a strength, choose a scale on which you've scored very high.

will:			

	Action Steps	Target Date
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Obstacles: Expected Outcomes:				
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EMP-Group

Step 1: First Impressions

Depending on the reason(s) your group took the EMP, and your expectations of the results, you may have a number of reactions upon viewing your report.

1. What pleases you about the results?
2. What concerns you about the results?
2. What concerns you about the results:
3. What questions do you have about the results?



EMP-Group

Step 2: Comparisons

Take a look at how your group's scores compare to those of the entrepreneur norm group and the corporate manager norm group. If you also took the individual version of the EMP, compare your individual scores to those of your team

List the key similarities and differences you notice between your group's scores and those of the other norm groups.

1	
2	
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. Consider your group's highest scores overall. How do these scores align with the group's performance? In what ways are they beneficial to the group? Are any of them being overused?
2. Consider your group's lowest scores overall. Do any of these represent qualities or skills that are "missing" in the group? If so, what could the
group leader or the group itself do to address these deficiencies?
3. Select one scale that you feel represents a group strength that you could leverage to a greater extent. How will you capitalize on this asset? How will doing so benefit your team?



EMP-Group

Step 4: Goals

Goal One

When setting goals, you might choose a scale on which the group scored low that you'd like to enhance. On the contrary, if you're concerned that the group might be overplaying a strength, choose a scale on which the team has scored very high.

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CONTINUOUS IMPROVEMENT



Changing your behavior to become more effective proves to be very challenging for many people. It requires a great deal of energy and attention, sometimes over an extended period of time. This section outlines ideas for charting your course over the next few months so that your action plan stays fresh and current.

- **Keep a Journal.** Writing in a journal has many benefits. Not only can you record and celebrate "successes," but you also can jot down new ideas, reflect on difficult challenges, set priorities, revitalize your vision, etc. Putting your thoughts in writing can really clarify your goals and expectations.
- Stay Current. Since entrepreneurs are often "leading the way" in new ventures and opportunities, it's incredibly important to stay abreast of the latest developments in business, technology, finance, your specific industry, and even pop culture. Follow a few highquality blogs, and pick at least one new book to read every month.
- Stretch Yourself. Devote a specific amount of time every week to your development. Even if it's only five minutes a day, take time to look at development opportunities and your future growth. It may be as simple as reaching out to meet someone new in your network or taking a different approach to a daily activity.
- Stay the Course. Although your goals may evolve over time, resolve now to stick with your goal until you see improvement from your efforts. Be aware of possible roadblocks to progress such as time constraints, procrastination, lack of resources, or fear of failure, and outline ways to overcome these common barriers.
- Seek Additional Support. Consider getting additional training or securing the services of a coach (internal or external) to help you go further with your action plan. Coaches not only hold you accountable to the goals you set, but they also provide a fresh perspective, are encouraging as you experiment with new behaviors, and give candid feedback as to goals and priorities. If you have taken the EMP-Group version, you might want to use an objective facilitator to lead a discussion of the findings and their implications for your team.
- **Reach Out.** If we can help you interpret your EMP results—or develop a program to enhance your own or your organization's entrepreneurial capacity—please feel free to reach out to us. You may contact us at (800) 735-0444 or www.emindsetprofile.com



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