

# Personal Report

## Entrepreneur Scan

### Personal Data

Name	Gary Lennon
Birthdate	25/12/1964
Status	Entrepreneur
Sector	Professional services
Date test	10/11/2011 (15:31)

---

## Foreword

Become an entrepreneur! At the moment much is said and written on becoming an entrepreneur, and over the last few years government has also been heavily involved in stimulating entrepreneurship. But it's not as simple as that. Being an entrepreneur means running a business and performing activities at your own risk, for you are the only one responsible for part or all of your own - and possibly other's - income.

I can easily imagine that an entrepreneur needs to receive personal feedback, to stand in front of an objective mirror, as it were, and gain insight into the competencies vital to being a successful businessperson. In my opinion, entrepreneurs look for affirmation in those areas where they are very strong or weak and an explanation of what the consequences are for their own company.

In addition, I can certainly imagine that someone who is seriously considering starting their own business wants to prepare him or herself properly. It seems to me that this is a very wise move. In my opinion that type of preparation should consist of at least two components: creating a business plan and compiling an entrepreneurial profile. Despite the surplus of literature about creating a business plan and courses on becoming entrepreneur, there are a few methods that provide insight into the competencies of the entrepreneur. What's more, surveys of financiers point out that venture capital and loans are provided on the basis of both an entrepreneurial plan and the individual applicant's personal abilities and experience.

Now that you have taken the test, you have taken an important step in your own development.

Prof. dr. P.S. Zwart

Professor of Small Business Management

Faculty of Economics, University of Groningen, the Netherlands

---

## What can you expect from the E-Scan?

The E-Scan provides insight into your strengths and weaknesses as an entrepreneur. The success of a venture is determined by many factors, but as an entrepreneur you yourself are the most important factor. It is you who is the driving force behind your company. Needless to say, your product plays an important role, but ultimately it's your personality and behaviour that will turn your company into a success.

It is therefore vital that you know yourself. This means taking a critical look at yourself and plotting - or learning to plot - a strategy that will reinforce your own performance. Because as an entrepreneur you will be repeatedly confronted with situations that will demand a certain 'character' of you, i.e. situations for which you are not always ideally suited.

## Scientific research - the basis for the E-Scan

The E-Scan is based on scientific research into the personal characteristics of successful entrepreneurs in small businesses - characteristics that largely separate successful entrepreneurs from unsuccessful ones. The industry's standard profile, against which your entrepreneurial profile is compared, has been based on research under consultants who on daily basis assess entrepreneurs with a proven track record and those who are just starting out.

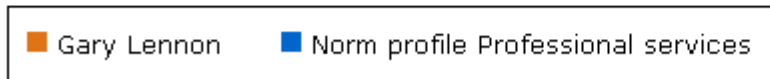
The test distinguishes between three factors - characteristics, qualities and thinking styles - and there is an important difference to be made between them. Characteristics and thinking styles are rather fixed and more difficult to change over time, whereas qualities are easier to learn or unlearn. The test also indicates which competencies are vital in which phase of the business cycle.

## The structure of the personal report

The personal report starts with a graphic overview of your entrepreneurial profile. Next, the scores of your specific characteristics, qualities and thinking styles are discussed, and tips and recommendations are provided. The personal characteristics vital in the various phases each venture passes through are then reviewed. Finally, the report concludes with the type of entrepreneur you are and the strategy best suited to you.

## Your entrepreneurial profile

The orange field in the spider's web shaped diagram represents your scores and reflects your entrepreneurial profile. The thin connecting line shows the required industry profile and serves as a guideline. The gap between your profile and the industry profile provides insight into your strengths and weaknesses as an entrepreneur. Your entrepreneurial profile is reflected in the diagram below.



In comparison with the industry standard, your profile reveals the following:

Very Strong area	Strong area	Reasonably strong area	Weak area
Creativity Social Orientation Endurance Risk Taking Need for Power	Market Awareness Need for Autonomy Self Belief Need for Achievement Flexibility		

## Your entrepreneurial profile against the average industry profile

In the spider's web your scores are represented by the (orange) field. This reflects your entrepreneurial profile. The thin connecting line shows the average profile of all the people who have done the scan in your sector. This gives you an extra insight how others have scored on the scan. The number of people which the average is based upon is behind the sector. But, this average profile doesn't say anything about successful entrepreneurship in that sector.



■ Gary Lennon    ■ Average Sector Profile Professional services (n = 662)

---

## Your entrepreneurial profile with 360° feedback

In the spider's web your scores are represented by the (orange) field. This reflects your entrepreneurial profile. The thin connecting line shows the profiles based upon the answers of the persons you have asked to feedback on their views on you. Their names are in the graphic below.

If you have not asked anyone to give their feedback on how they see your entrepreneurial profile, then log in to your personal page and send them an e-mail.

This will make it very clear where others see your profile and where they differ from your own views. It will give you a new and better understanding of how others see your strengths and weaknesses as an entrepreneur.

*There is no feedback available. If you haven't invited anyone yet, please logon to your personal page and request the 360 feedback!*

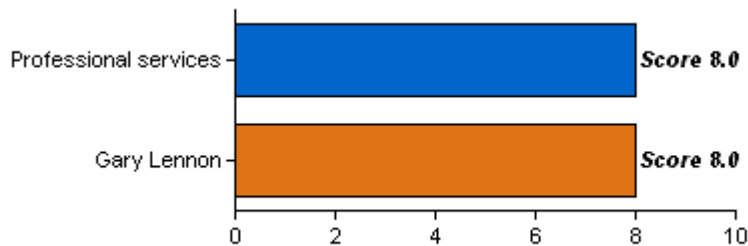
---

## Need for Achievement

### What do we mean?

Successful entrepreneurs are achievers. In other words, their ultimate goal is to perform well. Keeping their business objectives in mind, they devote all their strength and energy in their company. They want to perform to the best of their abilities in everything they do, and always strive to do better than the last time. They want to distinguish themselves, and their motivation comes from within. Less successful entrepreneurs don't have as much need to perform well or a weaker will to succeed. They are easily satisfied with less.

### How you compare?



In comparison with the Norm profile Need for Achievement is a Strong area.

You are purposeful and you derive your motivation from the goals you set for yourself. Without a goal, you get little done and your performance is poorer. Setting goals is your way to do something well and to get the feeling that you have successfully accomplished something.

What's more, you're ambitious. You want to achieve goals and demand a lot of yourself. You keep trying to outdo yourself, but in the process your efforts tend to lean towards perfectionism. Perfectionism is the enemy of every entrepreneur as it slows down progress. Even though you're not quickly satisfied it that doesn't make you more decisive and can lead to procrastination.

The presence of others also stimulates you to perform, and you are prepared to take up the challenge as a team. Needing to win every time is not one of your strengths and you accept it when others perform better than you do.

### Steps forward

Your need for a goal is strong, but it can also make you shortsighted. Make sure that you obtain robust and specific feedback with regard to reaching your goals. Additionally, step back and be open to other relevant information to ensure a focused approach doesn't become too 'blinkered'.

You are the type of person whose need to perform scores very high. Ambition is fine, especially for an entrepreneur, but is it realistic? Remember that what is okay for you very quickly becomes perfection to another.

Your need to compete with others is rather strong. Don't forget to focus on your own strong points and try to distinguish yourself on this basis.

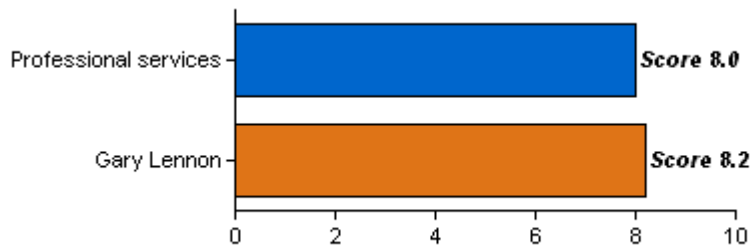
---

## Need for Autonomy

### What do we mean?

Independence is frequently the conscious or unconscious reason why some people choose the life of an entrepreneur. The need to make their own decisions and do what they want is very strong. Successful entrepreneurs act independently of others, make their own decisions, solve their own problems and successfully complete their activities on their own strength. Less successful entrepreneurs need support or aid and are inclined to leave the decision-making, more often than not, to others.

### How you compare?



In comparison with the Norm profile Need for Autonomy is a Strong area.

You are the type of person whose choice to enter into business could be based on a need for independence. You want to be free to determine how things take shape. Consequently, you don't feel comfortable when others determine the norms or direction which you must adhere to.

You are the type of person who is independent and you want to be in control. In addition, you enjoy making your own decisions and don't like it when others do that for you. You arrive at your own decision independently of others and don't feel the need to discuss it in great detail with others first. And if you do ask for someone's advice, you do that only to test your own findings.

### Steps forward

You are the type of person whose need-for-independence score is high. That's fine for running your own business, because you are the one who has the final say. In that regard, being an entrepreneur gives you an enormous feeling of freedom.

Needless to say, you have the final decision; but remember to involve others you trust in the decision-making process by simply consulting them. This way your decision will be well considered thanks to the contribution of others who have a different take on things. It is understood that 'two heads are better than one'.

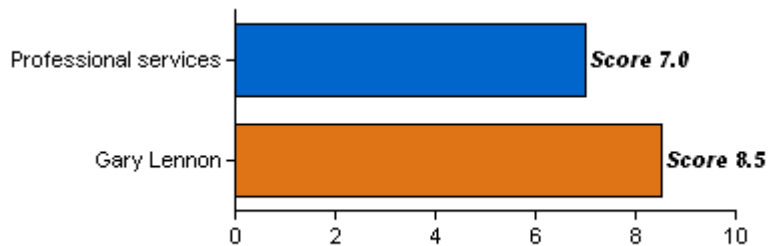
---

## Need for Power

### What do we mean?

The need for power is to have control over others, to impose your will on them. The need for power can be a reason to become an entrepreneur, because then you are in charge. Successful entrepreneurs know what they want and how they can influence others in order to attain their goals. In the process, they simply assume that their authority or opinion is generally accepted. Less successful entrepreneurs are more timid; they prefer to stay in the background.

### How you compare?



In comparison with the Norm profile Need for Power is a Very Strong area.

You enjoy influencing your environment, including your working environment. You wish to run the show yourself even if that means manipulating others a little bit or withholding information that, in your opinion, they don't need to know.

Finally, you know what you want for yourself and how to convince others of your outlook. You like to enter into discussions with others and also win them over with your ideas.

### Steps forward

You are the type of person who wants power and control over others. Being the boss and playing the boss are not the same thing. Don't over do it as you will quickly alienate people and end up being less effective.

Your power-of-persuasion score is high. Take time to listen to the person, you are having a conversation with, before setting out your position.

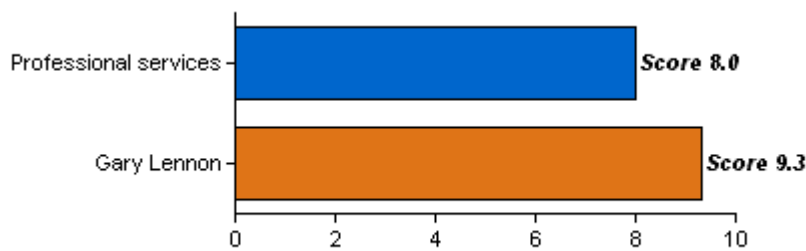
---

## Social Orientation

### What do we mean?

Social orientation is the degree to which someone is focused on others. Successful entrepreneurs understand that people and networks are necessary to realize their ideas. They easily make contacts and permit business considerations to determine their social behaviour. Consequently, they can put their social needs aside and focus on their venture. Starting entrepreneurs frequently work alone, and it is no secret that self-employment can be a very solitary pursuit. Less successful entrepreneurs are more reserved and cautious when making contacts.

### How you compare?



In comparison with the Norm profile Social Orientation is a Very Strong area.

You make contacts quickly and easily and you feel at ease in the company of strangers. You're a natural networker; you always come prepared to strike up a conversation, even if your interest in others is superficial from time to time. This is definitely the case if you notice that you can benefit commercially from the conversation.

### Steps forward

You are the type of person whose social orientation scores high. Although your focus is almost exclusively on others, be aware that you can come across as being very sociable to some, but superficial to others. Invest some time in a 'chance' conversation, asking specific questions as the conversation develops; you never know how large your conversation partner's network really is.

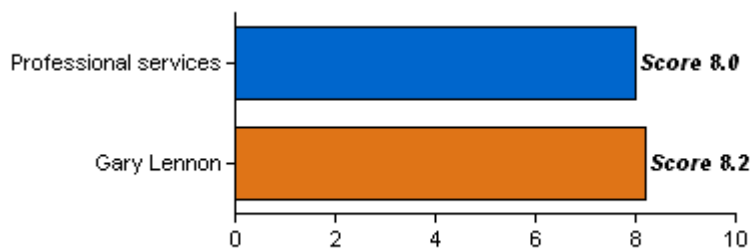
---

## Self Belief

### What do we mean?

Self belief is the belief in your own abilities and in yourself relative to others. Successful entrepreneurs trust that they can reach their goals on their own strengths. They are not only convinced of their ability to complete every task successfully, this type of entrepreneur is convinced that their success depends primarily on themselves. This self-confidence also carries over into relations with others even with those who might be richer, more important or more powerful. Less successful entrepreneurs believe less in their own strengths and live with the idea that their success is dependent upon the prevailing circumstances.

### How you compare?



In comparison with the Norm profile Self Belief is a Strong area.

You are the type of person who believes in your own strengths and that you can exert influence on your personal circumstances. You know that you are responsible for your own success or failure and that it does not depend on luck. You cannot accept either defeat or take 'no' for an answer and you still believe that it will work out at some point.

Additionally, you feel self-assured in the company of others, even if they are more important or powerful. This enables you to approach them effectively most of the time.

### Steps forward

You are the type of person who has self-confidence. So draw a lot of energy from that reserve, but remember that it is not a weakness to have doubts (having second thoughts before the project begins), but it certainly is to be indecisive (having doubts about your decision after it has been taken).

In relation to others your self-confidence can be described as high. This characteristic will help you get far, but it's important to avoid being arrogant. If on occasion you are accused of being arrogant, try showing some humility which isn't necessarily a weakness though makes you appear more human. Share experiences of when you have made mistakes too which will engage people with your overall character.

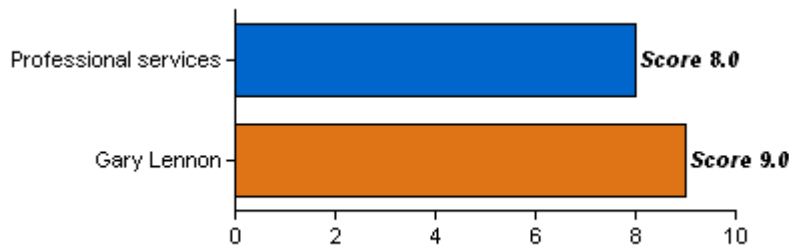
---

## Endurance

### What do we mean?

Endurance is continuing strongly in spite of negative developments or objections, even in the longer term. Successful entrepreneurs have great endurance. With a solid and clear goal in mind, they eventually overcome each hurdle to achieve success. Also, if they do not make immediate progress, they persist. They cling to their work and do not stop before their goal has been reached. Less successful entrepreneurs display a lack discipline and are quicker to put the blame for their lack of success on fatigue or trouble.

### How you compare?



In comparison with the Norm profile Endurance is a Very Strong area.

You are the type of person to persevere. In the long term you keep going until you have reached your goal. If things aren't working out, you focus on other things before returning to where you left off. This is an obligation that you readily take upon yourself and that keeps you motivated. In business it is vital to have this characteristic, because there are many hurdles along the way.

Additionally, you dig your heels in and you keep going just long enough until you finish what you couldn't get done earlier that day. However, you also find it difficult from time to time to really let go of something. For instance, if you can't figure something out, you find it difficult to put it down. This means that other business is left unattended when you could have chosen to do otherwise.

### Steps forward

You are the type of person who perseveres in the long term. If things aren't working out, take a step back, look back and evaluate what you have achieved so far.

You are the type of person who stays motivated in the short term, but finds letting go increasingly difficult. It is important to remember that in 'letting go' that you will find the answer or solution you are seeking.

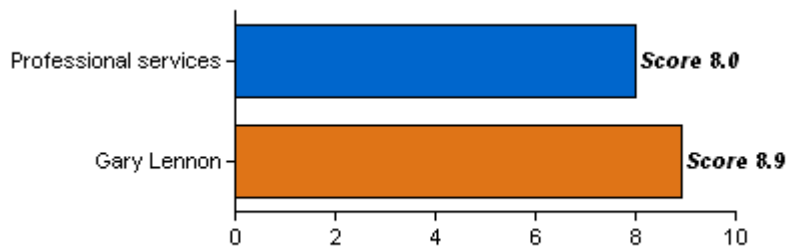
---

## Risk Taking

### What do we mean?

Risk taking is being able to cope with uncertainties and the willingness to take losses. Successful entrepreneurs are active risk takers. They spot chances pro-actively, and do it with energy, initiative and the willingness to realise the chance of a desired outcome, despite the risks inherent to the change. Their goals are more set on improving their lives than on maintaining it. Unsuccessful entrepreneurs are passive risk takers. They approach risk more carefully and more defensive and often only react to what crosses their path, and what they cannot avoid.

### How you compare?



In comparison with the Norm profile Risk Taking is a Very Strong area.

You have plenty of resolve and are willing to take risks. You enjoy a challenge and are not worried whether your ideas fail as you appreciate that's the risk of trying something new. For you, it's the opportunity to try out new ideas that matters regardless of the results.

### Steps forward

When it comes to risks you are quite fearless. However this may lead to recklessness as your enthusiasm may cause you to back ideas too quickly. Remember that not every idea leads to an opportunity so test your ideas further trying to establish possible reasons for failure. You may still be able to overcome them too!

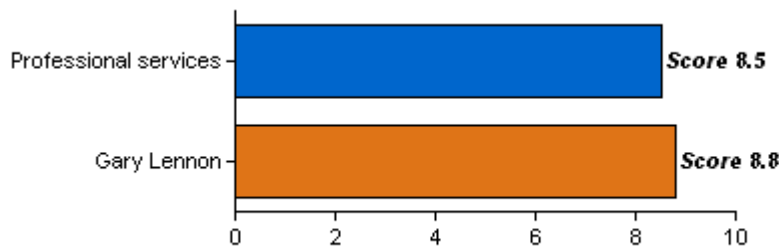
---

## Market Awareness

### What do we mean?

Market Awareness refers to the ability to visualize the needs of existing or potential customers and linking them to your own company. Successful entrepreneurs anticipate the specific needs of a clearly defined target group. They can also indicate precisely what their competitors do. They follow developments reported in magazines and trade journals and talk with customers to be able to anticipate changes in the market. Less successful entrepreneurs barely have an eye for the needs of their customers. They are frequently more product-orientated and have no clear target group in mind.

### How you compare?



In comparison with the Norm profile Market Awareness is a Strong area.

You are the type of person who knows your market and the competitors operating in it. Armed with this data, you focus on the specific target groups which you know needs your products or services. It is imperative to keep abreast of what is happening in your market place to ensure you maintain your competitive advantages.

Additionally, you are customer-orientated, knowing that you have to think in terms of your current and potential customers' wishes and needs to get them to make a purchase. This is also reflected in you also having well developed ideas as to how you can best approach your customers.

### Steps forward

You can use a number of ways to do this. Chambers of Commerce, related Industry or Association organisations and groups will retain significant information about the developments and trends happening which will affect your marketing strategies. Exploring the potential to work with your local colleges or universities could also yield exciting new opportunities and they have access to extensive market research data that is normally too expensive to acquire directly.

By involving a few current or potential customers in the development of products or the manner in which you could best sell products or services to them could highlight potential changes that could be made to engage what would be more receptive and this will have significant effects on the likelihood of adoption or purchase.

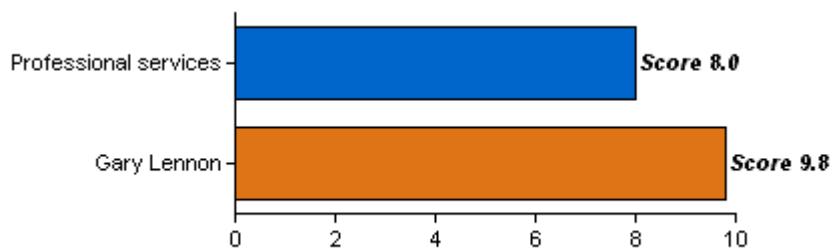
---

## Creativity

### What do we mean?

Creativity is the capacity to "play" with thoughts and ideas and to see new possibilities. Successful entrepreneurs are open to what is happening in their surroundings. In doing so, they are not hampered by restrictions of the situation, but rather challenged by the possibilities. They have the capacity to think from different angles and choose the path less travelled. As a result, they can convert problems into new opportunities and dare to take risks. Less successful entrepreneurs are limited in their manner of thinking and are less anxious to experiment.

### How you compare?



In comparison with the Norm profile Creativity is a Very Strong area.

You are the type of person who regularly daydreams. You love to fantasize and let your thoughts run wild. You keep coming with new ideas and for you it is easy to think of multiple solutions to problems. You are even inclined to come up with solutions to problems that don't even exist!

You score high in terms of seeing opportunities. You're curious about everything that's new or different. You also have a broad range of interests and you are usually busy thinking of how to improve things or discovering new opportunities.

### Steps forward

You are the type of person who is highly imaginative. Even though you are overflowing with ideas, it is important to focus on just one. Force yourself to develop that one idea before starting on another one.

Your level of curiosity is high and it opens many doors to opportunities for you, but it's important to remember to pay attention to more routine matters.

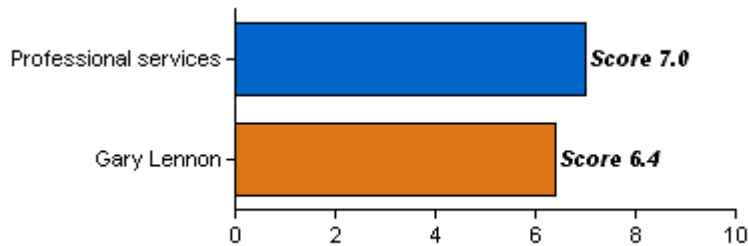
---

## Flexibility

### What do we mean?

Flexibility is based on the ability to adapt. Successful entrepreneurs react to changes they observe in their environment. Such as new wishes of customers or new competitors in the market. They interpret the effects of opportunities or threats and adjust their strategy or business plan accordingly. Unsuccessful entrepreneurs are hardly willing to adapt. They resist change and can be inflexible and stubborn.

### How you compare?



In comparison with the Norm profile Flexibility is a Strong area.

You have the ability to be flexible and know how to adjust yourself and your plans when unexpected things happen around you. You are a dynamic person and know how to react to changes in the market or your surroundings as well as how to deal with the situation and not to give in too quickly when changes are forced upon you.

### Steps forward

Wisdom is related to the ability to change. Wisdom is knowing when and how to change. Act out of wisdom rather than out of habit.

## Your preference for a certain thinking style - a short explanation

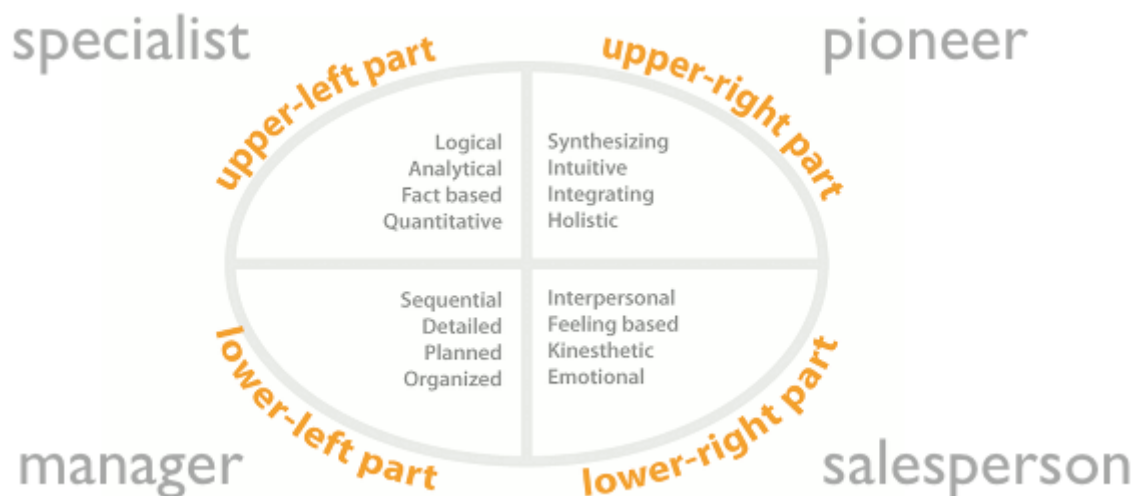
The structure of your brain is directly related to the way you think; in other words, this is your thinking style. It is this thinking style that in turn influences your behavior. Your brain not only has a left and right half, but also a lower and upper part, which jointly form the four quadrants of your brain.

These four quadrants work together as a single unit. Their cooperation depends on the situation, but by nature one or more quadrants are more dominant than the others. In someone who is left-handed, for instance, the left hand is dominant relative to the right hand. Each quadrant has its own thinking style as well as a number of specific characteristics. People who are more left-half oriented have a different thinking style than others who are more right-half oriented. The same also applies to the upper and lower parts of the brain.

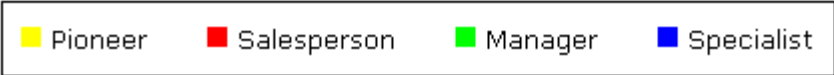
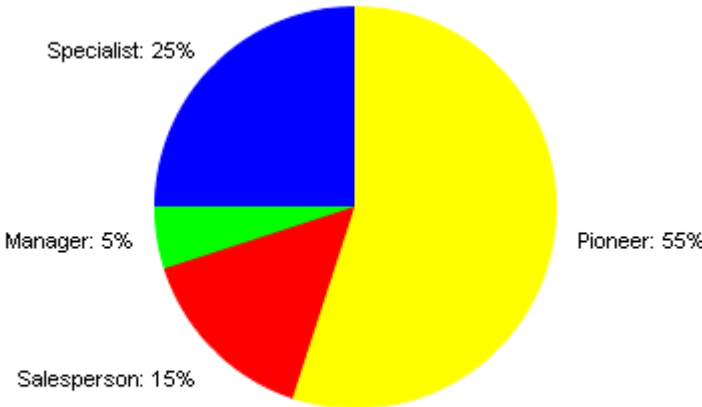
Reason (common sense) plays an important role in the left half, while with the right half is dominated by emotion. The lower part of the brain is characterized by dependence and instinct, whereas the upper part features independence and reasoning. The upper-left quadrant has characteristics such as logic, reasoning and analysis. The opposite quadrant, the lower-right part, features by contrast interpersonal and kinesthetic skills. The diagram of the brain below reflects the different characteristics per thinking style.

Everyone possesses all of these thinking styles, but there is a natural preference for a certain thinking style. That thinking style is generally the dominant one and determines how you think and act. It is, however, the situation that always determines how the four thinking styles cooperate and thus which behavior you display. For this reason, it is possible that on the basis of your preferred thinking style you react differently than you might expect. And that is what makes people so complex.

Figure: the four thinking styles (Herrmann (1996))



Thinking styles



---

## Pioneer

### What do we mean?

In business this thinking style is characteristic of pioneers. Their ideas are dominated by possibilities. They live, as it were, in the future and possess a vision for the long-term. Thanks to their strong sense of imagination, they frequently see the complete picture, where others have no idea. Pioneers think in a playful and quick manner, often in a way that is spontaneous. They are noted for their passion, optimism, as well as their occasionally naive style. They have the capacity to change a chaotic situation or save one from becoming chaotic. This is possible due to their ability to put current matters into a new perspective and transform apparently illogical problems into solutions. Pioneers can reach high altitudes in chaotic situations, but get lost in orderly environments and the daily routine. They are quickly annoyed and pay little attention to details. Their greatest motivation is to receive recognition. They distinguish themselves by acting differently in chaotic situations where they get their chance to do so. Where others accept impossibilities or the routine of a situation, pioneers continuously ask themselves why things happen the way they do and whether it is possible to do it another way. Their ideas or thoughts about how to improve things are only limited by their fantasy.

### How you compare?

Your preferred way of thinking is most suited to this type of thinking style. Your score for this category is the highest when compared with the other thinking styles. You have a natural preference for situations where few rules are in place, where situations that have a certain adventurous or unpredictable nature and which grant you the freedom to determine how to run a business. You are the type of person who dreams and acts on instinct. All of these characteristics are necessary in business, especially in the start-up phase. This is the stage where a lot of things start to take shape. However, being an entrepreneur means more than just brainstorming. All thinking styles are necessary to realise ideas successfully. Additionally being an entrepreneur requires every thinking style not just during the start-up phase, but in later phases as well.

### Steps forward

First of all, determine the extent to which you recognise yourself in the above description. Unambiguous wording has been purposefully used for this description to emphasise the differences between the various thinking styles. For this reason, you might also recognise part of yourself in the descriptions of other thinking styles. If you recognise yourself in this description, your strength lies in situations that are not fully organised or already implemented and still offer a lot of opportunity to use your own initiative or input. These could include when a company is in the start-up phase or a new idea or concept is being dreamt up or developed. Concentrate on matters where your originality is useful, such as product development. Another example is engagements or projects from customers for whom (unique) solutions constantly need to be dreamt up. In other words, projects that are always challenging or new. Focus on the big picture, keep things realistic and leave the fine details to others, because you are likely to lose track of them.

---

## Salesperson

### What do we mean?

In business this thinking style is characteristic of salespeople. Salespeople love people and focus on establishing relationships with others. They frequently rely on their instincts. They have a tremendous interest in people and place a lot of value on making contacts, although they can be led in this aspect by business considerations. They understand the customer's needs better than anyone else. Their greatest motivation is to be accepted by others. This is the type of a person who focuses on other people: as long as others are satisfied, salespeople are too. The sale of products or services means connecting with the needs of the customer. Salespeople work well in harmonious situations, looking ceaselessly for win-win situations. Salespeople will gladly do what others want, because that raises their chance of acceptance. Consequently, this type of person is loyal, flexible and enthusiastic, even if others occasionally take advantage of them. They prefer to avoid conflicts and are not good at enduring criticism, as they take it personally. The fact that they have a thin skin makes them unsuited to making fast, hard or rational decisions. They worry more about who will suffer the consequences, instead of understanding which decision is the best.

### How you compare?

Your score for this thinking style is lower in relation to the other ones. As a result, your preference does not correspond with this style. Your attention is not primarily drawn to situations focusing on people, making personal contact with them and where expressing feelings is paramount. In business terms, this thinking style is referred to as that of a salesperson, because in the process of establishing and building up relationships the needs of the other person have to be met to the best possible degree.

### Steps forward

First, determine whether you recognize yourself in the above description. Unambiguous wording has been purposefully used for this description to emphasize the differences between the various thinking styles. For this reason, you might also recognize part of yourself in this description. What does this say about you as an entrepreneur? Focus primarily on the thinking style that typifies you the most and concentrate on activities that produce the best results given your style. This is where your strength lies, from which you will eventually derive the greatest pleasure. If you want to develop this thinking style then you could do many things, including: offering your time to help someone perform his/her work; spending at least 15 minutes per day getting to know somebody personally; or making a decision while taking into consideration only the feelings and needs of others.

---

## Manager

### What do we mean?

In business this thinking style is characteristic of managers. Managers are able to look after their companies better than anyone else. As a result of the constant search for certainty, they place a great deal of importance on rules and procedures. Focused on the short-term, they keep an overview in an otherwise chaotic situation. They gladly take charge of things and strive for order. They structure their companies to operate efficiently and prepare plans right down to the smallest detail. Little is left to chance. They structure work to operate flawlessly in a system where everyone knows their role. However, when changes appear, managers become disoriented because the old rules are suddenly no longer valid. They gladly employ rules with a proven track record and don't give them up easily. They don't like change and demand that everyone sticks to the rules. If subordinates choose not to, then a strong remark will unavoidably follow. Managers have a strong sense of responsibility. They also accept that things must be done the way they have always been done, even if that is not in line with their own way of thinking. Business affairs are arranged in great detail, which make managers steadfast and honest.

### How you compare?

Your preference corresponds least to this thinking style. In comparison with the other thinking styles your score for this category is the lowest. You do not feel immediately drawn to situations that are arranged, structured or follow a detailed plan, nor are you attracted to fixed business matters that do not offer much space for your own initiative or input.

### Steps forward

First, determine whether you recognize yourself in the above description. Unambiguous wording has been purposefully used for this description to emphasize the differences between the various thinking styles. For this reason, you might also recognize part of yourself in this description. If you want to develop this thinking style there are a lot of options, including: planning a project or task in detail and sticking to it; making a to-do list for today and checking off action points when they have been completed; or making a decision on the basis of certainty.

---

## Specialist

### What do we mean?

In business this thinking style is characteristic of specialists. Specialists stay abreast of all developments in their field. They know all the ins and outs of their profession. They visualize events based on their experience and professional knowledge, on the basis of which they can arrive at the proper decision in a rational and independent manner. They always know the best alternatives. Specialists are individualistic and realistic. They distinguish themselves by wanting to be the best, at least in their field of expertise. They are frequently critical and initially must be persuaded that something works before they trust it. They know better or at least claim to know better. They accept reality and within this reality they try to perform to the best of their abilities. The Achilles heel of this type of person is that they can be perfectionists and occasionally adopt an authoritarian attitude. If something concerns their profession, they do not avoid the discussion. Delivering a quality product is the highest priority for specialists. Since they aren't strong in communicating and dealing with people, sales are definitely not their preference. They are convinced that a good product will sell itself.

### How you compare?

Your way of thinking is also suited to this style. Your score is above average when compared with the other thinking styles. You also know how to approach situations requiring a careful and qualitative approach that might be preceded by a well-considered analysis, i.e. expertise. Without a doubt, when problems are related to your field of expertise, you find it a challenge to come up with a solution.

### Steps forward

First, determine the extent to which you recognize yourself in the above description. Unambiguous wording has been purposefully used for this description to emphasize the differences between the various thinking styles. Also, pay special attention to the description of the thinking style that typifies you the most. Which combination stands out and what does this say about you and your role as an entrepreneur at this moment and in the future? Analyse the differences between and similarities to your entrepreneurial characteristics and qualities. Which ones can or cannot be developed?

## How to get a grip on growth - what every starting or experienced entrepreneur should know!

Organizations grow or shrink. As an entrepreneur, you must adjust to increasing or decreasing trends. This means that over time your role can change drastically and that other demands will be made on you. The start-up phase of a company requires a role different than the one needed in a phase of a decline. However, even though the development of an entrepreneur doesn't precisely follow the development of a company, an entrepreneur's weaker and stronger points will influence the venture.

Potential pitfalls in the development of the company lie in the person of the entrepreneur. Consequently, insight into your own personality is of vital importance for the development of your own company. This doesn't simply mean that your company will get bigger? It could also become better. But it is only when you recognize and accept your weak points or potential pitfalls that a decreasing trend in your company can be prevented. Only then can a successful strategy be chosen, one that will compensate for your weaker points.

## The link between the businesses life cycle and thinking styles of an entrepreneur

The businesses life cycle of a company has four phases of development: no growth, light growth, strong growth and decreasing growth. Each phase can be passed through more than once. After a phase of decreasing growth a phase of light growth can follow. The whole process looks like the curve shown in the graph below. Increases or decreases are possible in this life cycle.

The first phase is called the start-up phase. An entrepreneur generally starts small. Most of their attention is spent on growing and organizing the company. Much practical detail has to be sorted out and in most cases the entrepreneur has to start by recruiting customers.

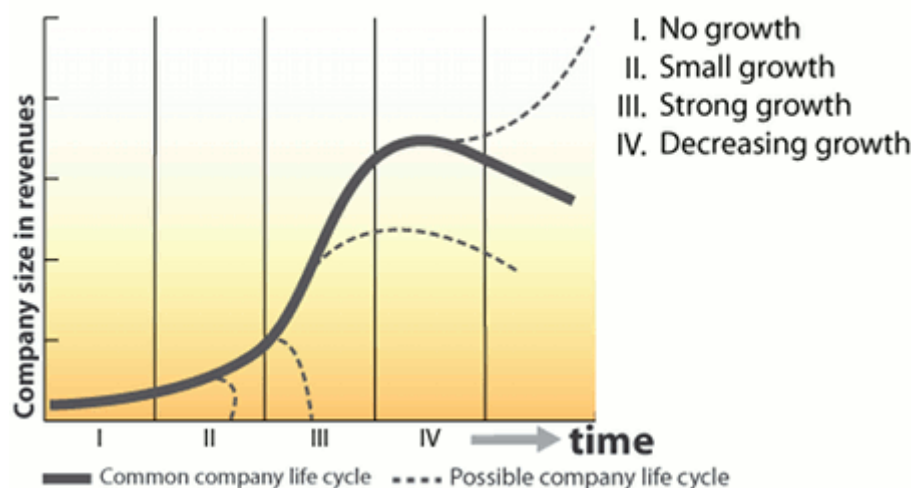
The growth phase is signaled by the first sign of an increase in sales or rising demand for the provision of services. That increase doesn't need to be a logical consequence of the commitment of the entrepreneur. Growth frequently arises by itself, and sometimes the entrepreneur is even taken by surprise by a large order. This could mean that the first employee or employees must be hired. The company relies heavily on the entrepreneur.

When the company meets the needs of the market, a period of strong growth ensues. Management becomes more complex, and entrepreneurs lose their overview. The need for the organization to create a clear structure, develop formal processes and delegate activities increases over time. The company becomes less dependent on the entrepreneur.

Inflexibility of the company may cause it to lose touch with the market, resulting in decreasing profits. The decreasing growth or decline phase can occur at any moment. Lack of re action could easily result in the closure of the company.

So there is a need for innovation to kick start a new life cycle. Although it is difficult to identify passages from one phase to another, they are initiated because existing structures can no longer cope. Though not always visible, these passages are real for entrepreneurs. Sometimes a conflict is necessary before an entrepreneur is able and willing to take the next step.

Figure: businesses life cycle



---

## The entrepreneurial thinking style in the business process

The model of the thinking styles and the businesses life cycle complement each other very well. Together they provide clear insight into the different roles that are vital to an entrepreneur in the different phases of a business. In other words: the entrepreneur must play a different role at each stage of the venture. The four stages appear both before and after the start of a company.

### Before start-up: from concept to limited company

#### Phase 1: the concept

The process starts with an idea or concept. The concept lives strongly in the imagination of the entrepreneur, and the challenge is to translate it into a product. This concept can be a prototype or an initial version of a product or service. This phase is characterized by thinking and envisioning. Entrepreneurs are dazzled by their concept and the possibilities it offers. This stage is perfectly suited to the skill set of the entrepreneurial role played by a pioneer.

#### Phase 2: the product

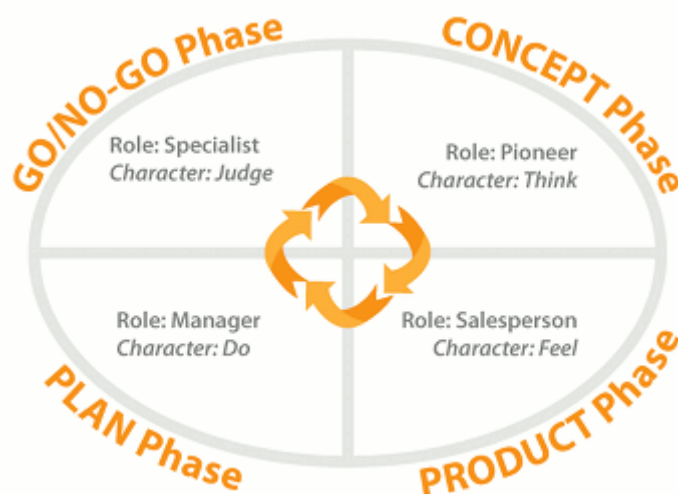
The first responses to the product or service are very important for product development and improvement. Friends or potential customers act as a test panel. The ability to feel and experience the needs of potential customers is characteristic of this phase. The entrepreneurial role played a salesperson is easily recognizable here.

#### Phase 3: the plan

Whereas instinct played such an important role in the initial phases, entrepreneurs now rely more heavily on a rational approach to the product and the market they target. Choices must be made and a plan drawn up, including a feasibility study of the company's concept. Working systematically and planning in detail are the most important characteristics of this phase, which just so happen to be in the skill set of the role played by a manager.

#### Phase 4: go/no-go decision

The question of whether or not to commence activities demands an objective assessment of a plan's feasibility. This requires an independent and critical approach. Reasoning must be dominant in this stage. Specific questions must be posed to trace the pitfalls in a plan before it becomes clear what needs to be improved. You may need a business consultant, a specialist to expose financial and other weaknesses objectively and critically



---

## After start-up: from start to finish

### Early phase

During the early phase there is still no growth. This phase is especially characterized by chaos. The young venture is the new kid on the block, and entrepreneurs must be pioneering, especially to get their own business going. Pioneers are independent and take risks. They are convinced of their own ideas and have endurance.

### Expansion phase

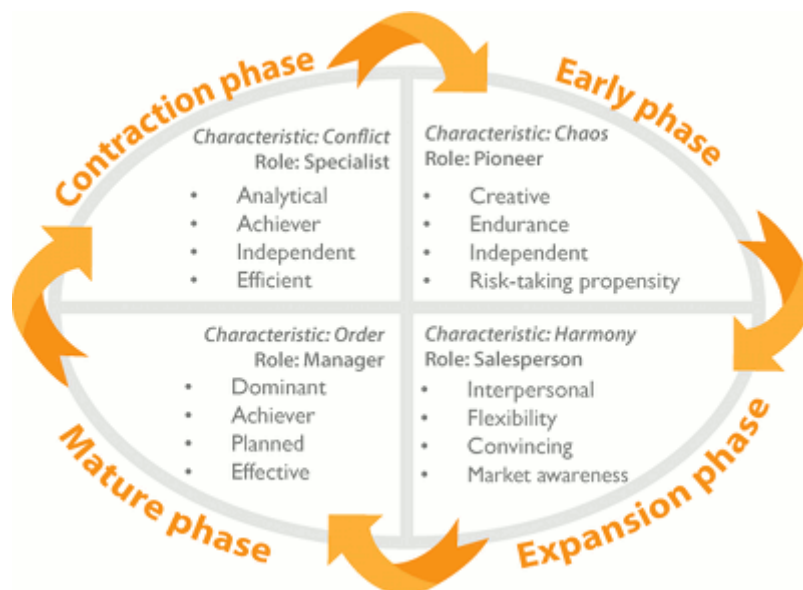
The company's activities connect with the market, as the first customers buy their products or services. The focus then shifts to intensifying sales efforts. Salespeople are open and focused on others. They adapt easily, are market-oriented and have the capacity to persuade others.

### Mature phase

The stronger the organization grows, the stronger the wish to control the organization and its growth. Managers focus on running the organization in an orderly fashion and maximizing profits rather than increasing revenues. They may steer all business activities into a single, well-oiled operation. Managers plan, organize and control.

### Contraction phase

But a strictly organized company adapts less easily to market changes. Growth may decline, for example, with the arrival of a competitor. A conflict rapidly arises, and the entrepreneur must find an answer. An objective picture of the deteriorating situation must be formed. Now may be the time for the analytical skills and expertise of business consultant. One that understands the ins and outs of good management. Just like any specialist, they strive for quality and want to achieve the best by finding a solution for the problems facing the company.



---

## Final conclusion

Your answers to the Entrepreneur Scan form the basis for your personal report. This report, however, cannot be viewed as being independent of your personal and professional situation. For this reason, we recommend that you discuss your entrepreneurial profile with people who know you well, or even better, with an independent specialist or business adviser in this area. It is not important how well you scored on the E-Scan, but how you respond to it. Which points are important for your development as an entrepreneur and which are irrelevant. Use this input as a basis to increase your self-knowledge and to develop a strategy which reinforces your behaviour as an entrepreneur. One of these strategies could involve a mentor, coach or trainer, for instance. Being an entrepreneur means knowing your own strengths and weaknesses ? as well as how to complement or compensate for them. The better you know where your personal pitfalls lie, the better you know how to assemble that dream team to improve your venture.

You score well on important characteristics and qualities for becoming an entrepreneur. This is based on your will to achieve something; your need to perform; your power to persuade others; and your ability to carry on in the face of setbacks and to see market opportunities and possibilities. What's more, the entrepreneurial role of pioneer is most suited to you. You are the type of entrepreneur who comes up with ideas for products, sees market opportunities and generates economic activity.

You have indicated that you already own a company. Figure out which phase your company currently finds itself in; if necessary, ask the experts. Only after you have done this it will become clear whether, given your preference for the entrepreneurial role of pioneer, you as an entrepreneur actually fits the phase your company is in and the entrepreneurial role that is most needed. It's possible that the company has a greater need for the entrepreneurial role of manager, while you would prefer to concentrate on creating new opportunities and possibilities for the company. That's why it's important to look as objectively as possible at your own company and come up with a new strategy so that you can focus or refocus on issues that you excel in and enjoy the most.