



Entrepreneurial Strengths Assessment

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Sample Assessment

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Welcome & Overview

Congratulations on completing your personal Entrepreneurial Strengths Assessment and becoming one of a handful of savvy entrepreneurs with the vision to discover and leverage inner strengths! Completing this assessment could be one of the most important personal and business decisions you will ever make.

With this report, I'd like to introduce you to a once in a lifetime opportunity to truly fast track your way to entrepreneurial success by learning more about your true entrepreneurial self.

We are all entrepreneurs on some level. I have been, worked with, and helped many entrepreneurs to become successful.

Just one of my books, ***The One Minute Manager***, (co-authored with Spencer Johnson) has been a run-away bestseller for more than two decades! It's sold more than 12 million copies in 27 languages. **Amazon.com** named me one of the top **25 selling authors of all time** and including all my bestsellers I've sold over 18 million books.

I've helped America Online, IBM, Eastman Kodak, General Motors, and numerous other Fortune 500 companies experience business breakthroughs responsible for even greater levels of success.

If you're ready to experience a personal and business breakthrough, live from your passion and... quite possibly create a fortune, stop everything else you're doing and read every word I have to share with you in this report right now!

Heres How You Can Benefit the Most

To gain the most from this report, please read through the entire report thoroughly. This report contains your personal results to the assessment. Your responses have been analyzed and both your entrepreneurial strengths and areas where you need improvement have been identified. Your responses have been measured against twenty attributes that are most often ascribed to highly successful entrepreneurs.

The first section of your report will categorize your scoring of the twenty entrepreneurial attributes. From the answers you provided, we have identified those twenty attributes in which you are highly developed, developed, and those that need development. You will see both a pie chart and bar graph of your results.

The second section will break down each of the twenty attributes in alphabetical order. If an attribute is highly developed, the attribute name will appear red; if an attribute is developed, the attribute name will appear dark blue; and finally if an attribute needs development, the attribute name will appear gray. Each attribute is then explained in detail by defining what the attribute is, why it is important, how one may obtain it, and how one may develop it. Read the descriptions of each attribute and focus on how each of them applies to you. As a further value, we have also provided your **self-score** compared to the **norm score**.

The third section is a high level snapshot of your top 10 strengths and top 10 areas of potential improvement. This section will show you the actual questions where your answers varied greatest from the assessment norms.

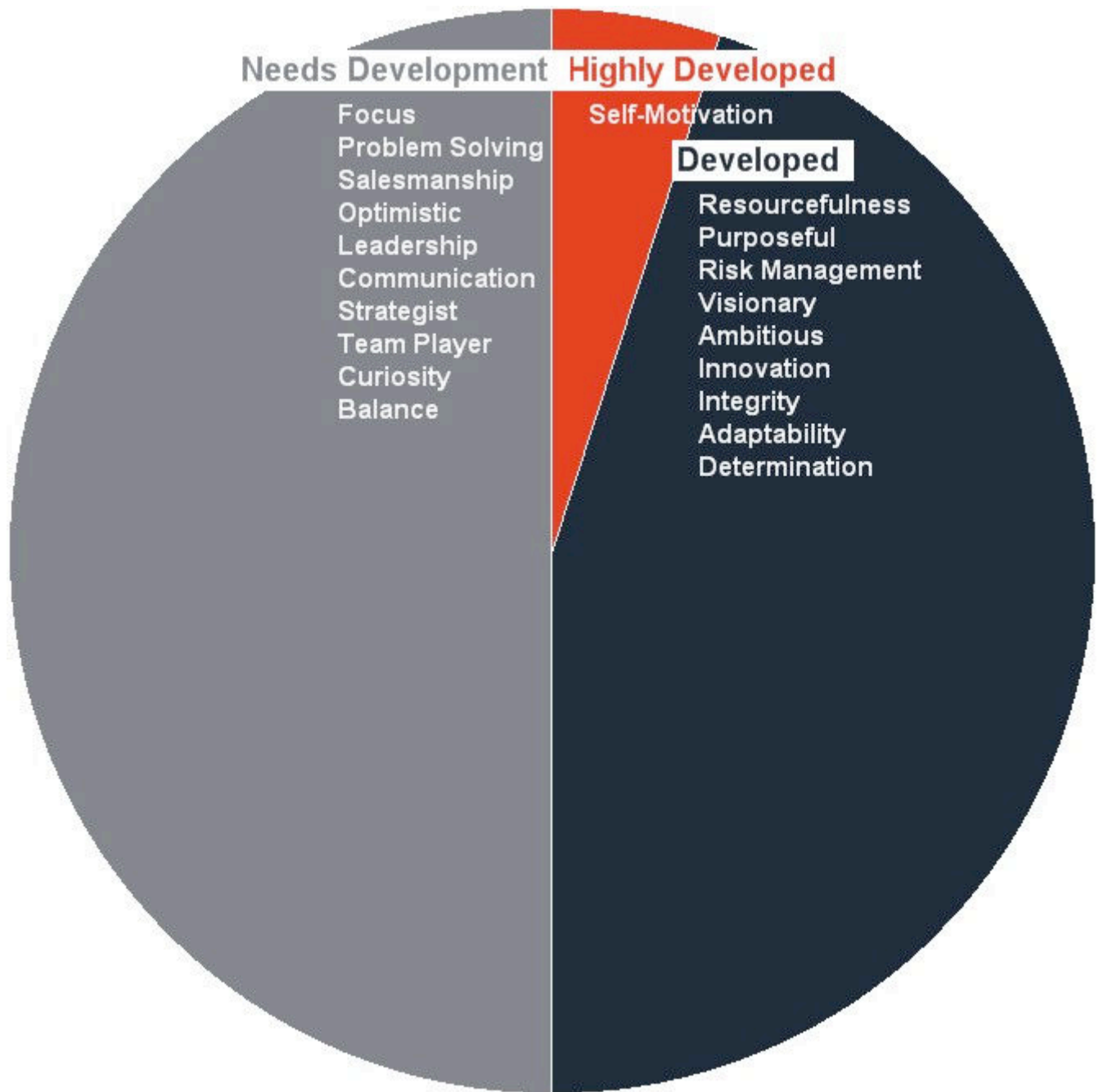
The fourth and final section of the report is a detailed question-by-question breakdown. This breakdown will allow you to see which questions correspond to each of the twenty entrepreneurial attributes, as well as showing your self-score, norm score, and variance for each question. Carefully evaluate each of the entrepreneurial attributes, and consider how your score compares to the norms.

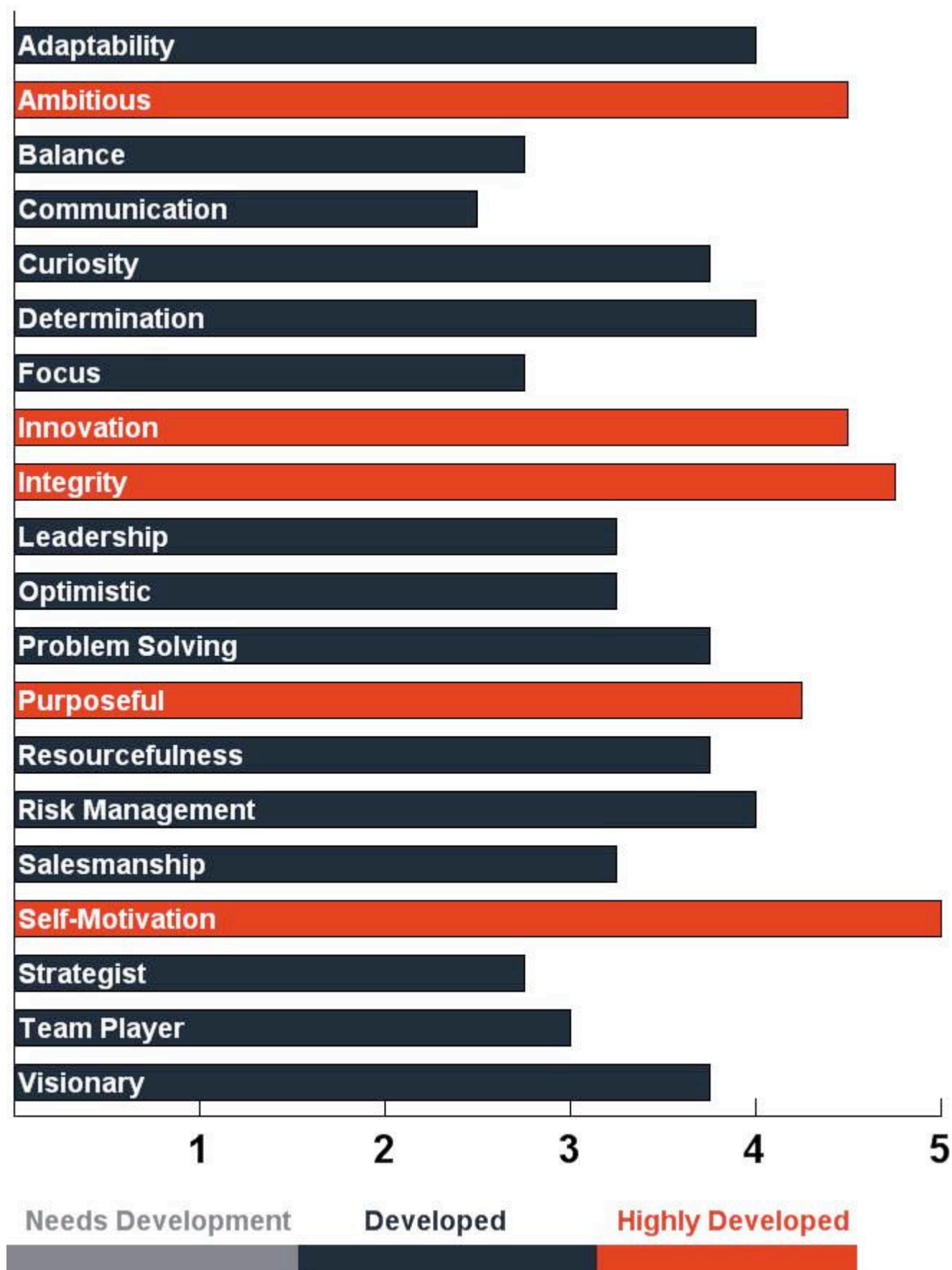
This assessment has been designed with the sole purpose of helping entrepreneurs to **learn** and **leverage** their strengths! With your personalized Entrepreneurial Strengths Assessment, you now possess a better understanding of those attributes that will help you to become a more successful entrepreneur.

To Your Success,

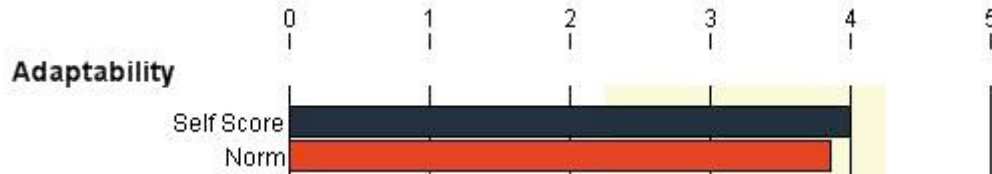


Ken Blanchard,





Attribute: Adaptability



What is it?

Adaptability is the willingness and ability to change and improve in order to meet the needs of different industry swings, market circumstances, and dynamic business needs. Adaptability allows the entrepreneur to remain pliable and composed throughout unpredictable situations and market anomalies, while becoming stronger through the necessitated and improvisational change.

Why is it important?

There are two components of adaptability, which make being adaptable an essential item in an entrepreneurs repertoire of attributes. The first is an entrepreneurs willingness to change and be flexible as circumstances demand. This is critical to life in general, but most pertinent to business as both are dynamic and have an essence of unpredictability and chaos. The simple fact is that life and business are nebulous corridors where planning and thoughtful preparation may not equip you for every situation that may occur. Different market factors, such as stock market fluctuations, inflation, or current events may influence a strategy, causing a sudden 180-degree change in direction.

The second component is an entrepreneurs uncanny propensity to improve and excel in opportunities for adaptation becoming stronger through change. Entrepreneurs view change and *thinking on their feet* as an opportunity for reward rather than risk or hazard.

The simple fact is that life and business rarely go according to plan and require both a tolerance for uncertainty and confidence in dealing with it. Entrepreneurs may run into numerous dilemmas ranging from technology problems during a critical presentation with investors to something simple like not having a business card to hand out.

There may be several areas that require a tolerance for uncertainty and a steadfast approach to being adaptable, especially in the beginning stages of a business. Entrepreneurs may be required to endure financial insecurity while raising capital, remain flexible to meet others schedules and calendars, and prepare multiple presentations depending upon different unknown variables, such as room size, resources, audience, etc.

How do you obtain it?

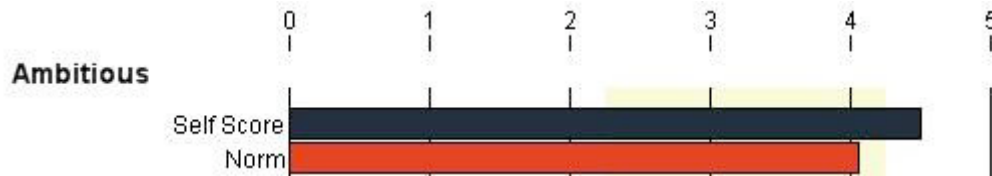
Sometimes being able to adapt isnt solely mitigated by the ability to think on your feet; in most cases, thoughtful preparation is the genesis to successfully adapting to different environments and situational needs. Prepare, rehearse, and know your material inside and out. This will provide you with a great start to being flexible.

Make it a point to be willing to change. Be open to new ideas and unplanned activities. Very little in life is fixed, and entrepreneurs must be willing to be flexible.

How do you further develop it?

To develop this trait one may try thinking through different scenarios: worst case, most-likely case, and best case. This simple preparation method allows you to be ready for different situations, even though it may not cover everything. Visualization is a great way to prepare without the pressure of being forced to think on your feet. Try visualizing a presentation without all of your notes and cheat sheets. It may surprise you with how well you do.

Attribute: Ambitious



What is it?

Ambition is the motivation fueling the planning and strategizing of the development of a business. Entrepreneurs will face hurdles when launching and running any business. These hurdles may be overcome through ambition. An ambitious entrepreneur sees business obstacles as opportunities to grow and failures as learning experiences.

Why is it important?

Goals are key elements in the creation and success of any business. An entrepreneur must set aggressive goals in order to set his or her business apart and create a competitive edge. Ambition is a character trait that allows an entrepreneur to overlook his or her limitations and set goals that will lead to success for the company.

Most entrepreneurs are ambitious. It is often the degree of the ambition that sets one entrepreneur apart from the others. Ambition empowers an entrepreneur with the ability to realize his or her dreams of greatness. Ambition allows entrepreneurs to set goals, which will allow for the conversion of these dreams into reality.

Ambitious entrepreneurs are driven to succeed and seek to expand their businesses. An entrepreneur's ambition allows him or her to see the bigger picture. Ambitious entrepreneurs are able to stay committed to achieving their goals regardless of the obstacles.

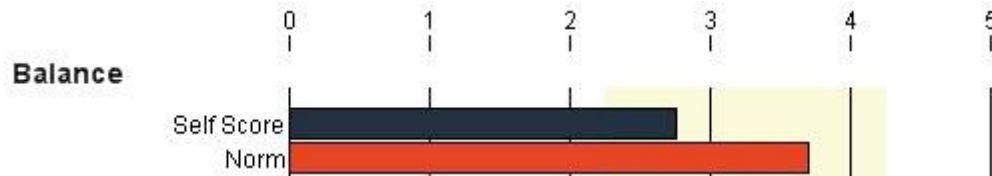
How do you obtain it?

Entrepreneurs are often labeled as dreamers. It is the conversion of these dreams into goals that shows ambition. In order to create ambition, you must begin by developing a vision of what you would like to create for yourself. Do not concern yourself with your limitations or the time and energy it will take to create your vision. Simply define your ideal circumstances. Once you have created your vision, begin to set aggressive goals. Make sure that your goals are measurable and have a fixed time when they should be completed. Make yourself accountable for your goals to a friend or loved one who is willing to help you achieve success.

How do you further develop it?

Meditation is a great way to develop your ambition. By taking time to envision where you want to be and to create the feelings associated with the success you wish to achieve, you will be more likely to accomplish the goals that will lead to your success. Completion of goals, both large and small, will add to your ambition levels. Practice accomplishing small goals that will build your business and begin to enlarge those goals and create an environment of success.

Attribute: Balance



What is it?

Balance is the ability to find and maintain a sense of optimal equilibrium, which promotes the most efficient operations, business vitality, financial viability, and personal satisfaction. It is often an entrepreneurs ability to successfully juggle the unceasing demands of time, effort, and resources to create win-win situations.

Why is it important?

Balance is crucial to so many factors inside and outside of a business. As an entrepreneur continually discovers that work drains time, energy, effort, and resources, one of first places he or she must find balance is within their own personal life. The balance between work and life is central to an entrepreneurs ability to function effectively within a new company.

Balance should be a short and long-term goal for entrepreneurs. Many business owners allow one facet of life to dominate and dwarf the other. This may ultimately lead to unhappiness, as irreparable damage is done to neglected areas of an entrepreneurs life.

In a business setting, balance is taken more literally as entrepreneurs strive to spend less than they make. Balance may also lead to diversity. Successfully applied, balance can help a business to diversify partnerships, product/service portfolios, investments, profit centers, target groups, and marketing campaigns. Caution and heed must be given to long-term one-sided life and business practices, which tend to create instability and lead to painful corrective measures.

How do you obtain it?

One of the first things that must be done is to take an inventory of the things in ones life, which may be out of balance or in need of balance. Being top-heavy in any area of ones life is usually obvious. Once a lop-sided facet of life or business is identified, the gravitation back to a balanced state may begin.

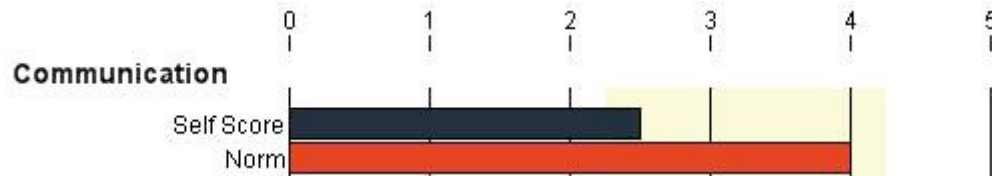
First, look at the most obvious areas to evaluate. Take a 360-degree approach and ask others for candid feedback. Use close contacts as a sounding board. Their feedback may provide excellent insight to areas you may have overlooked. Write down personal goals to achieve a balanced life. Every week, evaluate and measure how well you are doing.

How do you further develop it?

Balance is developed as entrepreneurs seek to make a conscious effort to look at the bigger picture and to find a solution to their problems. Developing balance starts one decision at a time. Like many things in life, starting small may be a great launching point.

Balance the smaller items first. Consider the decisions that you have the most control and influence over. Evaluate your assets and liabilities. Most importantly, evaluate your time. Are you spending your time effectively and profitably? Can you find balance in your schedule? Start there and then work outward to other areas of your business. Make time to work on your business as well as work in your business.

Attribute: Communication



What is it?

Communication, in the entrepreneurial sense, is the ability to motivate, influence, educate, facilitate, persuade, and rally support for business and personal ideas and goals. This trait is the ability to initiate and articulate discussions on abstract business concepts, complex proposals, strategies, and business initiatives through written and verbal forms of communication.

Why is it important?

Communication is fundamental for any aspiring entrepreneur. Some communication may be versed business acumen, formal business writing, or even professional proposals. No matter ones level of business background, communication is a cornerstone to becoming a successful entrepreneur.

On a very basic level, entrepreneurs must establish rapport with any audience, strategic partners, suppliers, associates, social networking groups, customers, and employees. Because people and their preferred communication styles are different, proficiency in different mediums of communication is often essential.

An entrepreneur must be able to communicate goals, strategies, tactics, background research, business vision, execution details, value propositions, differentiation, campaign rollouts, marketing messages, sales presentations, fulfillment and operation plans, and overall business direction. An entrepreneur is by necessity a communicator of ideas.

In most cases, communication is a mutual interaction between two or more persons. The fundamental components of communication are listening and acting on feedback. Communication is the ebb and flow of ideas from you to others. Most superior communicators have the ability to synthesize feedback into future communication in order to facilitate future discussion.

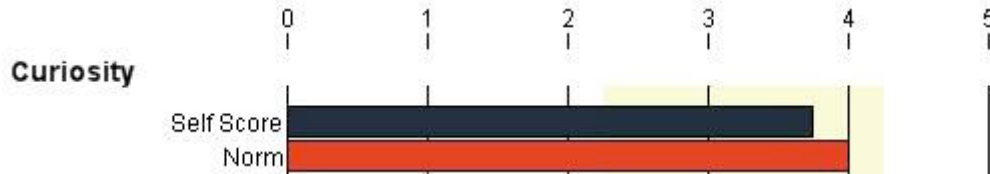
How do you obtain it?

If your communication skills lack substance then you may wish to script-out or outline presentations and predictable discussions. Polishing a presentation by seeking feedback from a focus group is always a good idea. Many entrepreneurs will tape a presentation and then sit down to critique the recording, looking at such things as body gestures and idiosyncrasies in verbiage. Taking a business communication course from a local educational institution may be a fast track to intensive proper business writing, speaking, and etiquette.

How do you further develop it?

Reading can be one of the best ways to develop communication skills. Immersing oneself in good books and industry publications is a launching pad to both industry knowledge and being able to articulate ideas. Find a proofreader to review business communication before it is published. Be one of the first people to volunteer to edit and read over material before it is released. Look for ways to becoming more familiar with different communication mediums, such as email, fax, memos etc.

Attribute: Curiosity



What is it?

Curiosity is an inquisitive tendency, which leads entrepreneurs to question and probe, in search of optimal business practices. It is the catalyst, which leads entrepreneurs to pry into status quo products and service solutions to better solve consumers problems.

Why is it important?

Curiosity can be a critical part of entrepreneurial-oriented businesses on many levels. A curious mindset can help to foster improvements both internally and externally. Entrepreneurs will often question the best way to do things, whether it might be seeking innovative ways to market a product or service to testing different price points or distribution channels.

One of the most important reasons being curious is essential in business is because curiosity leads to innovation; and innovation often leads to competitive advantages; and competitive advantage often leads to market share domination. It is no wonder that businesses all over the world are continually trying to *build a better mousetrap*.

How do you obtain it?

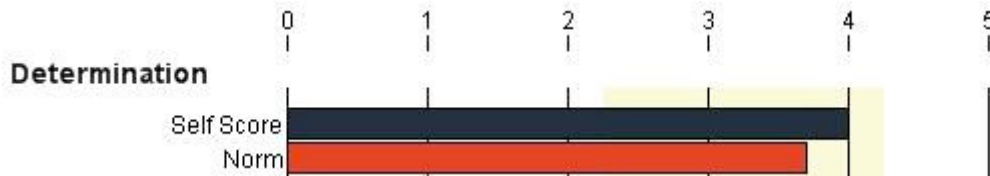
A sense of curiosity can be achieved through systematic changes in your business. Reprogram yourself to look at current solutions to even the smallest problems, products, or services and seek the better solution. This exercise may yield huge dividends. Sometimes seemingly insignificant improvements in the current way that business fulfills a market need is all that is necessary to give life to an idea. Challenge yourself to analyze, confront, and dispute the current marketplace both inside and outside of your industry. Look inward at your own business and life. Ask yourself if there are better ways to do things. Start with yourself. Discipline yourself to find incremental improvements in the way you live your life and run your business.

How do you further develop it?

Developing a sense of entrepreneurial curiosity is not difficult. It simply requires a propensity to question the status quo. To develop this quality, entrepreneurs can magnify their innate sense of curiosity by looking introspectively at any business model. Identify the ways in which it markets, sells, and fulfills products or services. Ask yourself how these three areas could be improved, even if by a small amount.

Open a phonebook and scan through the different service-based business sections. Brainstorm different ways to provide the same solution. Watch infomercials. Infomercials are laced with the evidence of a curious mind. Keep an open mind. Look at the world with an eye focused on finding a better solution to everything. It is the mindset that is most important to the development of curiosity.

Attribute: Determination



What is it?

Determination is the deep and burning passion to see a project through to the end. Determination is the epitome of entrepreneurial desire and ambition. It is the ability to work on, in, or at business obstacles until a satisfactory solution is derived, or the problem ceases to be a hindrance to the business.

Why is it important?

Determination is fundamental to an entrepreneurs repertoire of skills. In the beginning stages of business, a fledging enterprise must face a diverse array of market dilemmas. Many faint-hearted entrepreneurs lose faith and clarity, and may soon to see their business vision blurred by the adversity of setback.

Determination is the metaphorical compass during the dark, unclear stages of business. It is the reserve tank that fuels many struggling entrepreneurial ventures during times of difficulty, such as lack of funding, lack of strategy, and lack of differentiation.

[merge-CategoryFontColorOME-18]How do you obtain it?

Determination can be instilled in an entrepreneur. One of the first things you need to do is to be determined and passionate about something in your life. Thus, one of the primary steps you must take on your journey to finding determination is establishing a business vision to which you can direct and focus your passion.

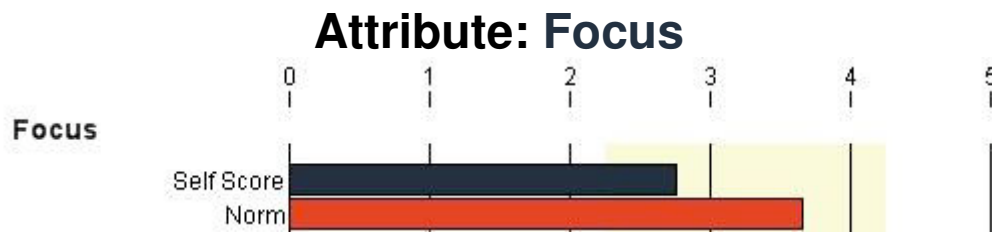
Start small. You may be determined with many things outside of your entrepreneurial venture. Start a self-betterment program, challenge yourself, and set financial, social, physical, intellectual, and spiritual goals. Keep track of your advancement and improvement.

Find and set intermediate and long-term goals for both your personal and professional life. It can be motivational and inspirational to become a student of individuals who have exhibited determination. Study and learn from others examples of determination.

How do you further develop it?

Setting, tracking, and measuring goals can contribute to the development of determination. One of the most gratifying events for new entrepreneurs is the accomplishment of short-term goals and victories. Through small successes, an entrepreneur can obtain newfound motivation and a bolstered level of determination.

Determination is also developed through clarity of your business vision. The more clear and tangible your idea is to becoming a reality, the more determined you may be to see it come to fruition. To develop determination, clarify your vision, set short-term goals, and celebrate all business victories.



What is it?

Focus is the ability to concentrate resources, energy, and attention to the most pertinent opportunities or threats that a business faces. It is often the ability to avoid distractions that could threaten the potential of an organization.

Why is it important?

Entrepreneurship requires focus to accomplish the needs of a business, at any stage. Business owners face literally hundreds of situations each day that call for focus. These situations range from minor disturbances to major events in the life cycle of a business.

The same thought patterns that enable an entrepreneur to create the blueprint for a successful business cause the entrepreneur to move from one idea to the next without carrying out the initial plan. Focus is a key element that will lead entrepreneurs to complete projects on schedule and at a high level of quality.

Focus allows an entrepreneur to concentrate his or her efforts on those situations that may create the most significant results and highest return on investment. On the other hand, the lack of focus may often cause the entrepreneur to spend the majority of his or her time attending to less significant details; ultimately leaving little or no time to effect long-lasting, positive results for the organization.

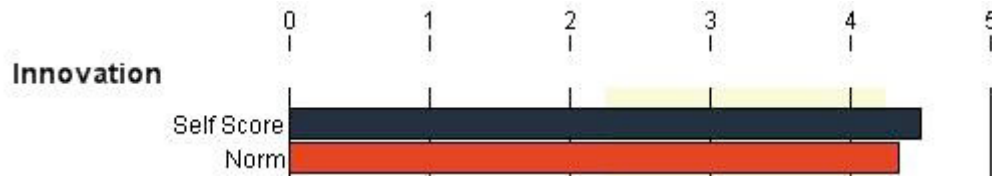
How do you obtain it?

Developing the ability to focus on the most important tasks requires determination and patience. An entrepreneur must identify his or her plan for the future. Once the plan is cemented in place the entrepreneur must then concentrate only on the assignments that lead directly to the ultimate goal. Train yourself to complete one task at a time and avoid the urge to undertake too many assignments at once. Ask for assistance from those who are focused and organized. Develop a timetable for tasks and follow it.

How do you further develop it?

There are simple items that you may employ in order to improve your focus. You should develop a list of outstanding projects and assignments. Each item should then be assigned one of the following priorities: Urgent and Important, Important but not Urgent, Urgent but not Important, and Unimportant and Not Urgent. Once the tasks have been assigned a priority, start with the Urgent and Important tasks. Begin on the most pressing task and follow it through to completion. As you finish a task, remove it from the list and move on to the next task. Constantly evaluate the tasks on your list and maintain the rating system.

Attribute: Innovation



What is it?

Innovation is the ability to look at a business obstacle, unfulfilled market need, industry problem, or situation from multiple perspectives. Innovation allows an entrepreneur to avoid industry paradigms and find timely, unique, and creative solutions.

Why is it important?

Entrepreneurship requires high levels of innovation at every stage of business. Being adept at identifying a solution to a market need, and orchestrating a first-mover campaign to bring it to market, requires entrepreneurial innovation.

Fundamentally, entrepreneurs may practice innovation as they seek to differentiate a business through a competitive advantage or by formulating a unique selling proposition. In today's ultra-competitive market, entrepreneurs must innovate to develop a fresh brand strategy, distinctive market positions, and novel customer acquisition and retention model. It is imperative for a business to be different, better, and special in order to steal, build, and maintain mindshare and market share.

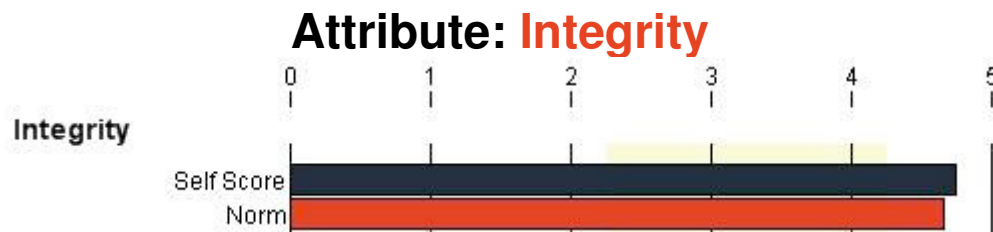
In a world where copycat and me-too concepts appear to be the business norm, innovators are constantly trailblazing into new markets and originating groundbreaking solutions to business dilemmas. This attribute may be largely associated with the flash of a first-mover into an emerging market, but can more often be seen in an entrepreneur's uncanny ability to find innovative resolutions to the predictable problems of daily business life.

How do you obtain it?

Harnessing the ingenuity of innovation can be a daunting task; so learning this attribute incrementally is often the path to developing innovation. So, if you are looking to acquire true innovation then one of the first steps is to start small. Look for creative ways to solve even the most mundane problems. In addition, seek contact with others who you consider to be innovative. Immerse yourself in the innovations of your industry and other related business arenas.

How do you further develop it?

Practice makes perfect. First, take an introspective look into your own business, whether it be product or service-based, and try to identify how you currently do or could become more innovative. Second, examine other related business models and markets. In every vertical or horizontal business market there are predicaments, which may be solved through innovation. Third, continue to surround yourself with innovative people. Interact with them, learn to think like them, and emulate their analysis and thought processes. In many cases, recruiting from an outside industry is a fast-track way of obtaining a fresh perspective on old business paradigms.



What is it?

Integrity, in the business world, is the alignment of personal and general moral philosophies with actual business and professional practices. It is unwavering steadfastness to the values of honesty and uprightness associated with business governance when operating with customers, employees, suppliers, shareholders, etc.

Why is it important?

Moral boundaries set the stage for operational boundaries within a business environment. The integrity of an organization speaks to the overall character of the business and its leadership. Take time when formulating the appropriate character of your business.

The integrity of a business is directly correlated to its operational policies and strict adherence to them. For example, customers can be easily offended and long-term buying relationships lost when warranties are not honored or proper customer service is not provided. Customer loyalty and retention ultimately affects the bottom-line. Integrity, when dealing with customers, suppliers, partners, and employees, plays a drastic role in a company's reputation and word-of-mouth marketing effectiveness.

With the viral nature of both good and bad publicity in today's environment, having integrity is becoming more of a necessity than luxury. With repeat customer purchase hanging in the balance of long-term success, integrity is fast becoming the x-factor in a successful business model.

Integrity also affects employee turnover and overall employee satisfaction. Moral dissonance is often the offspring of incongruities and conflicts between moral and business philosophies. People want to work for a company that possesses a high degree of integrity.

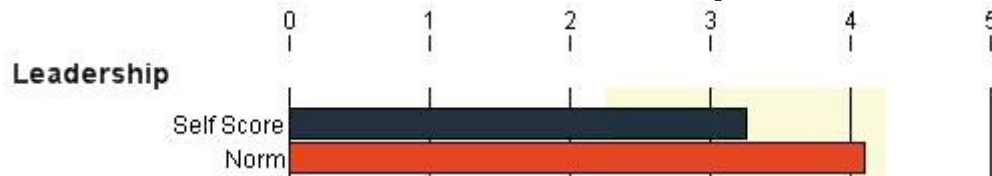
How do you obtain it?

If your business does not have integrity, then outline and set forth fundamental policies, which can shape a business and its people with integrity. You may want to articulate a clear mission statement, a vision statement, and a set of governing values with a strong adherence policy to ensure integrity within all aspects of the business. If you currently operate a business, make sure you integrate integrity into the culture of the corporation. Make it a mainstay and a standard within the business. Review different businesses, which you feel operate with high levels of integrity, and instill the same types of governing values in yourself and future business models.

How do you further develop it?

One way of developing this attribute is to make a conscious decision regarding integrity. Evaluate your relationships and interactions with others and determine how you might improve the integrity of your business. Evaluate each day and look for ways to improve. Today's actions indicate tomorrow's results. Set boundaries and guidelines in your actions, which reflect your own integrity.

Attribute: Leadership



What is it?

Leadership is an attribute that allows an entrepreneur to lead and inspire people or groups of people. Leadership is the ability of an entrepreneur to give guidance and direction to a business. Leadership requires an entrepreneur to make decisions for the benefit of his or her business. The ability to make and execute decisions is often key to the success of a business.

Why is it important?

The role of leadership in business is indispensable. Great leaders often create great businesses while mediocre leaders often create mediocre businesses. Leaders set standards and goals across the entire spectrum of their businesses. They determine strategies, market placement, plans, meetings, presentations, productivity, quality, and reliability. Leadership attracts talented people to an organization, and leaders attract loyal employees, key partners, and faithful customers. An entrepreneur who exercises leadership skills will be able to overcome the highs and the lows of the creation and execution of a business.

Leadership also allows an entrepreneur to exert influence, attain goals, and make his or her vision a reality. Leadership qualities make entrepreneurs competitive and decisive. Leadership allows entrepreneurs to be assertive in their thinking as well as in their attitude when dealing with others.

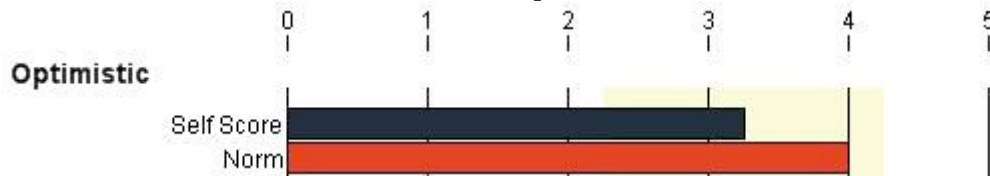
How do you obtain it?

Entrepreneurs are not necessarily born leaders. Leadership often requires desire and willpower. Leaders are also created through a never-ending process of self-study, education, training, experience, etc. In order to become an effective leader, you must also learn to clearly communicate your vision and objectives in such a way that others adopt the vision as their own. A great leader treats others the way he or she wishes to be treated; and an effective leader allows others to express opinions and contribute to the decision-making process. If you want to become an effective leader, listen to the opinions and concerns of others.

How do you further develop it?

To become a more effective leader, always try to make correct decisions. A leader receives respect when those around him or her believe that he or she will make the right decision. Also, encourage those around you to develop their skills and become more self-sufficient. An effective leader allows others to make decisions and holds them accountable for the decisions they make. Practice communicating your visions and ideas to those around you. Ask for feedback on decisions that make.

Attribute: Optimistic



What is it?

Optimism is the belief that conditions will lead to positive outcomes. Optimism allows an entrepreneur to focus on the favorable aspects of events and circumstances. It also leads the entrepreneur to expect the most favorable outcome in any situation.

Why is it important?

True entrepreneurs need to believe that the situations he or she encounters will result in positive outcomes. This belief often allows the entrepreneur to take the risks necessary to create beneficial circumstances for a company. An optimistic outlook often provides an entrepreneur with the motivation to produce positive outcomes. The belief that a situation will have a positive outcome also leads an entrepreneur to search for the means to make it so.

Optimism will allow an entrepreneur to overcome setbacks and obstacles quickly and effectively. Entrepreneurs will focus on the silver linings rather than the dark clouds. While others see failures, optimists see opportunities to learn and grow. An optimistic entrepreneur continually believes that he or she may produce the desired results.

Optimists create a winning attitude. They determine that failure will not derail their plans for success. Optimism changes the perception of all situations and allows entrepreneurs to consider negative events as one-time occurrences rather than trends. Optimism will allow the entrepreneur to overcome frustration.

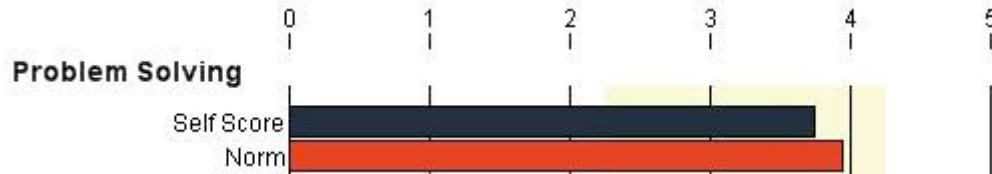
How do you obtain it?

In order to create an optimistic outlook, you must first realize that the situations you encounter do not control your reactions. You must realize that it is you alone who chooses how you react to both adverse and positive circumstances. Once this realization has been reached, take the time to look at all aspects of all situations. Immediately dismiss any negative consequences and focus only on the positive aspects. The quicker you learn to dismiss negative thoughts, the more optimistic your outlook will be. In addition, surround yourself with optimistic people who encourage you to be optimistic.

How do you further develop it?

Effective optimism requires more than a belief that things will improve; it requires actively searching for and creating novel approaches to problems. An entrepreneur should evaluate each idea on its merits, being quick to try fresh approaches if they appear advantageous. Your personality may be further developed by continually seeking out better ways of doing things. Optimists see themselves as a work in progress, not as a static entity. This allows them to identify areas of improvement, rather than desperately needing to be seen as correct.

Attribute: Problem Solving



What is it?

Problem solving is the ability to effectively face and overcome any problem an entrepreneur may encounter. Problem solving particularly applies to problems that an entrepreneur has not previously encountered. This skill allows an entrepreneur to creatively approach problems with an open mind and contributes to the resolution.

Why is it important?

Entrepreneurs generally have a plan regarding the implementation of business strategies. Regardless of the detail of the plan that the entrepreneur creates, he or she will undoubtedly encounter problems along the way. The ability to solve these problems is essential if the entrepreneur wishes to find success in business.

Learning to utilize effective problem solving skills will allow the entrepreneur to avoid discouragement and frustration associated with the inability to overcome challenges. The ability to solve problems creates confidence in the entrepreneur and better prepares him or her to overcome future problems. Effective problem solving also creates opportunities for the entrepreneur to build and strengthen his or her company. An entrepreneur should learn to respond to problems with enthusiasm and eagerness.

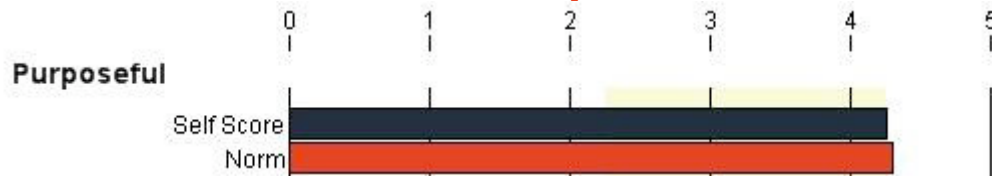
How do you obtain it?

The ability to effectively solve problems requires three basic processes. By identifying the processes, you will be able to begin to solve problems that seem insurmountable. The first process is information gathering. When facing a critical problem, the more information you have, the better your decisions tend to be. The second process is to break the problem into solvable components. Thus, you create a list of the smaller tasks that must be completed to overcome the problem. As you begin to practice this skill, this process may take time to complete. This time will be well served, as you will be able to avoid frustration and discouragement that may accompany the inability to solve complex problems. The final process is the classifications of tasks. Once you have a list of the tasks that must be completed, identify the tasks that you feel most comfortable with. You will begin with these tasks. This process allows you to create a starting point for problem resolution.

How do you further develop it?

Problem solving is a skill that requires continual practice. This skill will tend to diminish if left unused. Practice your problem solving skills everyday. Search out problems that test your abilities. Keep a record of the lessons you learn. Utilize others around you to find different ways to overcome routine problems. Your ability to be creative is a very beneficial attribute to overcoming any problem.

Attribute: Purposeful



What is it?

Being purposeful allows an entrepreneur to clearly define their goals and objectives. It allows the entrepreneur to establish a course by which to achieve those goals and objectives. Being purposeful means having determination, vision, and direction; it is undertaking an endeavor with precise deliberateness, willful intent, and intense resolve.

Why is it important?

Without purpose, how would an entrepreneur ever be successful?

Whenever an individual embarks on a new project, or more specifically, decides to pursue a new business venture, there, at the core, lies a sense of purpose: a vision, a goal, an objective, a desired result. Purposefulness allows you to identify the reasoning behind your entrepreneurial endeavors thus bringing meaning, substance, quality, fulfillment, longevity, and success to your life personally and professionally.

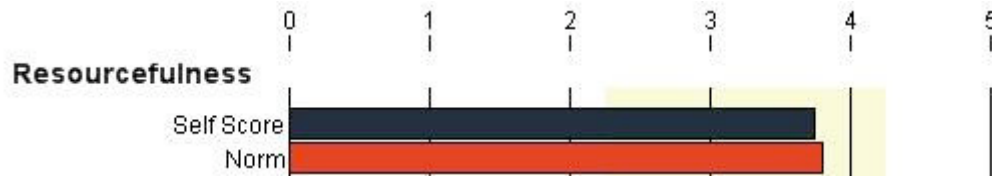
How to get it if you dont have it?

Identify what it is that you are most passionate about in life. Being purposeful means honing in on your dynamic inner power and strength, genuine passion and intensity, control, discipline, persistence, and initiative so as to create a synergistic synthesis, or in other words, purposefulness.

How to develop it if you have it?

When your purpose expresses who you are and what contribution you can make in the world; when your life has direction and meaning, this is manifested in every undertaking you pursue. When you hone in on your passion, your life will become purposeful and your entrepreneurial endeavors will be fruitful.

Attribute: Resourcefulness



What is it?

Resourcefulness is the ability to cope with new challenges and situations promptly and skillfully. It is the ability to use problem-solving methods to creatively channel available resources to meet situations effectively. Typically, being resourceful is a matter of creatively balancing time, energy, effort, capital, and other resources to overcome obstacles in the most optimal way.

Why is it important?

As a business grows throughout all levels of maturity, the demands placed upon the resources of the business are often greater than initially expected. Often these demands require the immediate attention of an entrepreneur. The resourceful entrepreneur will cope with these demands by analyzing the challenges and identifying solutions, often leaving the resources intact.

Resourcefulness allows an entrepreneur to think outside the box when brainstorming solutions to many complicated problems. This out-of-the-box thinking often requires an entrepreneur to overcome engrained thinking patterns that control and limit the effectiveness of many businesses. It requires an entrepreneur to evaluate all of the resources available and determine the best way to allocate them.

It is through resourcefulness that small businesses are often able to compete with large established businesses. It is through resourcefulness that many small businesses seem to make something out of nothing.

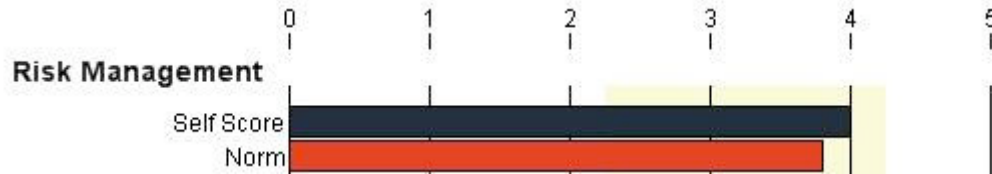
How do you obtain it?

Changing thought processes is often difficult and generally takes a significant amount of time. It requires one to retrain the manner in which he or she approaches problem solving opportunities. Each time that a problem is encountered, an entrepreneur must take the time to identify as many solutions as possible, this will often require an entrepreneur to ask others for suggestions. As solutions are identified, implement those that will make best use of available resources. Once the solution has been implemented, evaluate the outcome to identify avenues of improvement.

How do you further develop it?

Once you have trained yourself to think in a manner that encourages resourcefulness, you may further develop this skill by continuing to look for new and different alternatives to your limiting resources. Identifying areas where your resources are not being effectively managed may aid you in retaining and better utilizing those resources. Begin to log improvements and continue to ask for suggestions.

Attribute: Risk Management



What is it?

Risks are the dangers that may be suffered by an entrepreneur during the course of his or her enterprise. Risk management is the identification and acceptance of the present and future risks in order to achieve success. An entrepreneur who practices risk management evaluates the risks and determines if the chance for success is great enough to accept the risks associated.

Why is it important?

Risks are an inherent part of business. Risks cannot be completely avoided nor should they be. The proper management of risks opens doors for entrepreneurs, allowing them to reach new heights and achieve loftier goals. Entrepreneurs who are not afraid to take calculated risks yield increased vitality and a higher level of achievement.

The risks associated with business are as diverse as the entrepreneurs who run them. Business risks range from financial and political to physical and emotional. Identifying and managing risks as they emerge creates opportunities for growth. Risk management leverages opportunities for short-term business traction as well as longer-term career and relationship benefits.

Entrepreneurs are nothing if not responsive to change. They allow themselves room to react and respond to opportunities that may suddenly reveal themselves. Strong entrepreneurs view manageable risks as stepping stones. They seek ways to manage more risk in an effort to become pioneers in their fields.

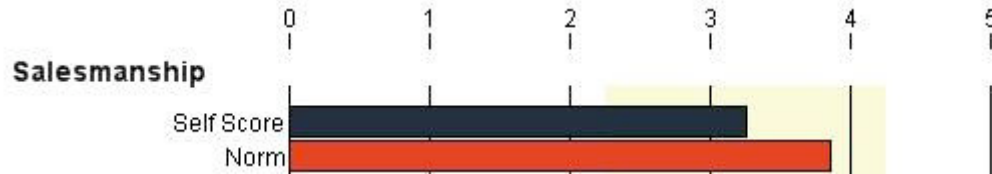
How do you obtain it?

Each person must accept and deal with risks each day. There are many ways to manage these risks. The extremes vary from complete avoidance of risks to a haphazard undertaking of risks that are beyond one's capacity to overcome. These extremes are detrimental to an entrepreneur. Proper risk management begins by being honest with one's self and one's abilities. An entrepreneur needs to learn to recognize, act on, and leverage risks to his or her own advantage. Look at risks that are uncomfortable and make a plan to overcome them. Commit yourself to success in your endeavors.

How do you further develop it?

A successful entrepreneur is characterized by alertness to opportunities, which have been ignored, or unseen by others. These opportunities are generally accompanied by some reward or profit, but definitely come at some risk to an entrepreneur. To increase your risk management abilities, you must learn to overcome the instinctive responses to fear. You must focus on the opportunities available to you. Develop a positive outlook; try something new each day without worry. Seek ways to expand your comfort zone.

Attribute: Salesmanship



What is it?

Salesmanship is the ability to create interest in new and existing products, services, ideas, processes, systems, etc., through the distribution of information. This information is often distributed via letters, pamphlets, emails, face-to-face meetings, etc. Salesmanship allows an entrepreneur to gain support for various endeavors he or she faces, as well as creating success for the business. Salesmanship is the creation of an appealing offer.

Why is it important?

The art of salesmanship is essential to all levels of business. It is through the sales process that entrepreneurs are able to generate financing for their endeavors. The sales process is used to create and stabilize partnerships, attract qualified employees, and move products and services. Sales are the lifeblood of any organization.

Salesmanship is likely the single most important skill that any entrepreneur may possess. Due to growth in the trade and industry, the scope of sales has increased substantially during the past few decades. Persuasive salesmanship is essential in order to achieve the objectives of an entrepreneur and to carry out his or her business plan. Entrepreneurs must master the art of selling; without this skill, the foundation on which you build your business will not be a solid one.

Mastering the art of selling consists of creating and presenting an offer in a manner that entices the recipient to purchase a service or product, agree with an idea, accept a system, etc.

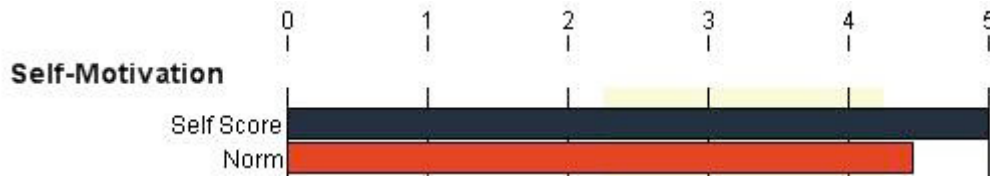
How do you obtain it?

The art of salesmanship requires practice and determination. Understanding salesmanship is the first step to nurture this skill. There are five basic elements involved in salesmanship. The first is to build a relationship with those that you are dealing with. The depth of this relationship will vary according to the commitment you are seeking. The second is the presentation of information. Once you have presented the information in a way that the customer can understand, you will present an offer. Rarely will a customer accept the first offer. You must be prepared to identify and resolve any doubts that he or she may have. Finally, the fifth element of salesmanship is to obtain a commitment. This commitment is the sale.

How do you further develop it?

Once you understand and are able to perform the basic elements of salesmanship, the best way to further develop the skill is to practice it and practice it often. Develop a standardized approach to your sales calls. Practice developing relationships with new acquaintances. Create a focus group and practice giving your presentation, and ask for feedback.

Attribute: Self-Motivation



What is it?

Motivation is any source that drives entrepreneurs through the mundane and tedious chores that are required to succeed at business. Motivation can be internal or external. Self-motivation is the internal drive that one possesses that allows an entrepreneur to endure the difficult periods of a business.

Why is it important?

Most businesses are based on the hopes and dreams of the entrepreneurs that build them. The foundation of these businesses are goals, both long and short term. The day-to-day workings consist of the many tasks and requirements that a business faces. Motivation is essential to the completion of these tasks and the achievement of the goals.

Motivation is the lifeblood of a small business. Without sufficient motivation an entrepreneur can be derailed by the first setback. While external motivations do play a role in empowering entrepreneurs, external sources often fall well short of overcoming the pressures and difficulties that business owners often face.

Internal motivation often brings the best results to entrepreneurs. Self-motivation causes successful entrepreneurs to react and find a solution when faced with adversity. It can guide entrepreneurs to develop routines essential to carry out the rigors of daily business. Self-motivation provides the incentive for success.

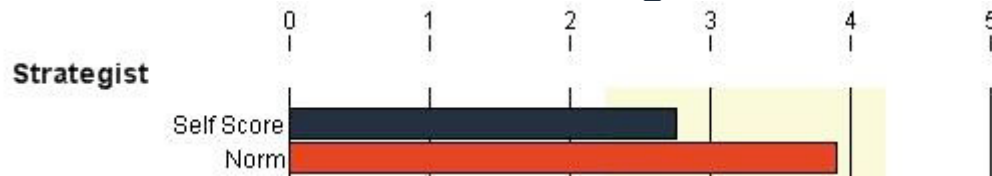
How do you obtain it?

Finding motivation from within can be a formidable task. It requires an entrepreneur to identify the reasons to accomplish specific goals or tasks. Motivation often begins with a conscious choice to do whatever is required to succeed in business. Once you have made a choice to succeed, take small steps in the direction of your goals. These accomplishments should be recorded for future reference. An entrepreneur must avoid depression and lack of self-esteem as these may counteract self-motivation.

How do you further develop it?

While at times, success is sufficient to serve as an incentive; often, additional incentives may be required to create self-motivation. Set up a reward system that is directly linked to goals and accomplishments. Take time to recognize the progress you have made and to identify the next steps that you should take to achieve your goals. Remain on task and avoid procrastination. Momentum builds motivation. Inform friends, family, and associates of your plans and ask them to hold you accountable. Train yourself to be positive in your thoughts and actions.

Attribute: Strategist



What is it?

Strategists are entrepreneurs that can effectively create and implement plans to better position their businesses for success. They require long-term vision for the entire company and the ability to identify different areas of their business, which must be altered. The entrepreneurs must subsequently convert their vision into a plausible strategy and be able to execute their strategy.

Why is it important?

Competition is an inevitable part of business. It is also the element that allows entrepreneurs to enter into the marketplace. A strategic entrepreneur is often the difference between those companies that succeed and flourish, and those that struggle to make ends meet. Strategies are the blueprints to success. Without a strategic plan, it is much more difficult to succeed.

Strategic entrepreneurs employ advanced principles to develop a plan to align the resources and functions within a company to create a more efficient working model. This alignment is not automatically reached. It must be tempered over time.

Without the discipline and endurance to stick to a plan, many entrepreneurs find themselves losing sight of their ultimate goals and ambitions. A well-developed strategic plan will lay the framework for many of the difficult decisions that an entrepreneur may be required to make. This plan will provide milestones by which an entrepreneur may measure accomplishments. Strategic plans will also create a foundation for future growth of the company.

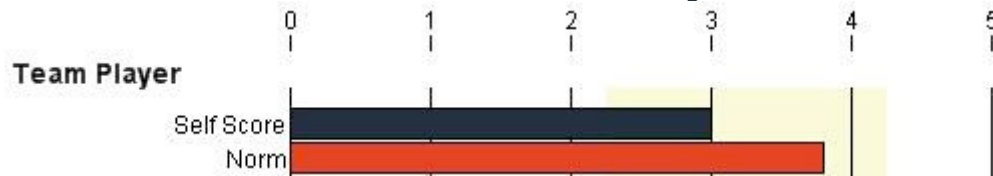
How do you obtain it?

As an entrepreneur, you must first accept that a strategic plan is necessary in order to stand out from the competition. Learning to create strategic plans requires you to identify your ultimate objectives and then use creativity to develop a roadmap to reach your goals. Learning to think in a strategic manner takes practice. You may begin by strategically analyzing different problems that you face on a regular basis. Practice developing a plan to overcome the problem in a new and different manner.

How do you further develop it?

Strategic thinking is a skill that must be developed through continual use. Once you have developed a strategic plan, consult it often. Evaluate your progress and identify areas in which you have executed your plan effectively and areas where you can improve. Consult with others and use brainstorming sessions to flush out difficult problems.

Attribute: Team Player



What is it?

Being a team player consists of the ability to design, construct, and assemble essential people, as well as skill sets and resources, necessary for a business. Being a team player suggests one's prowess to gather a supporting cast of individuals to meet a particular situation, even though the role of the entrepreneur may not necessarily always be the leader. Organization, delegation, and assignment of roles and responsibilities are essential when developing teams.

Why is it important?

Team players are an integral component of any business, even in a sole proprietorship where the business owner is often the only employee. A team environment is a universal and indispensable part of the world of business. There are many team relationships, which allow a business to flourish, such as partner dynamics and employee interpersonal communication.

An entrepreneur's ability to build a sense of team unity is required during the start-up and expansion stages of a business. Team unity is characteristic of these stages, where the assignment and creative use of finite resources is a mainstay.

Some critical components of many businesses are funding and planning. To a large degree, both of these may require external assistance from others. When establishing a working environment with others, an entrepreneur must be able to accomplish two levels of team unity. The first is the ability to operate effectively with others. The second is the ability to build a team with the appropriate skill sets to conquer a business obstacle.

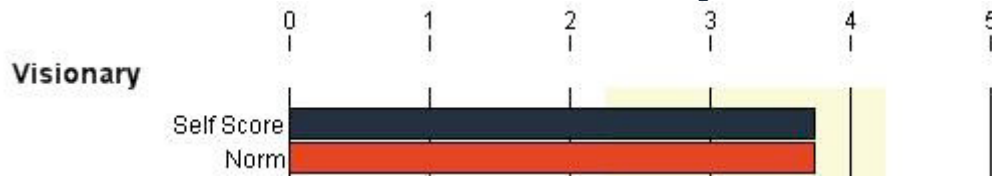
How do you obtain it?

Team unity may be developed out of necessity. Business is a dynamic mosaic of moving parts: customers, suppliers, market conditions, law, government, etc. One thing that an entrepreneur may do to obtain a sense of team unity is to assign team projects. In many cases, certain business projects are more complimentary to team completion. Make special effort to associate with others, ask for assistance, set business goals based on team effort/results, track and reward team collaboration, and foster team dynamics as much as possible.

How do you further develop it?

First, understand that some business tasks can be more effectively completed with the assistance of others and can also help to develop team unity. Once an entrepreneur gravitates away from the loner mentality, he or she can become more open to the idea of working with others. A simple exercise, which may provide a team environment on a small scale, may be to ask for advice from others and obtain their perspective on different business issues and solutions.

Attribute: Visionary



What is it?

Vision provides an entrepreneur with a clear, distinctive, and specific insight into the future. Vision is the ability to see the results that may come to exist through the efforts of an entrepreneur. An entrepreneurs vision allows him or her to foresee future demands for products and services and then begin to fulfill those needs. A vision identifies the companys purpose and values.

Why is it important?

Many successes obtained by entrepreneurs begin with vision. An entrepreneur is often able to visualize the business at its final stage even before the business has been formed. The entrepreneur will visualize him or herself achieving the results and the feelings of success. A visionary entrepreneur will often be more energetic and face any challenge that he or she encounters. Vision allows the entrepreneur to stay focused to reach his or her goal, and make the vision a reality.

Although an entrepreneur employs vision to drive business, the vision must be supported by information and data in order to produce desired results. A vision does not necessarily provide the plans to accomplish your goals but, provides the motivation to accomplish them.

How do you obtain it?

Vision comes through thought and meditation of your basic principles and ideals. Although a vision for a company is generally discovered rather than created, you first have to prepare yourself to find it. The preparation generally begins by expressing the purpose of your business under ideal circumstances. In other words, consider how you would create and run your business if money were not a consideration. Once you define your ideal business, identify avenues in which you can create your business in that way. Be very specific and include as many details as possible.

How do you further develop it?

Once a vision has been discovered it must be flushed out and improved. Often the initial vision does not contain the detail and depth that is possible. Improving your vision may often take as much time as discovering it. As you seek to improve your vision, consider what your business should stand for. Continually ask yourself why you want your business to be the way it appears in your business. Consider the reasons that customers will choose your business instead of your competitors. Once you can identify and clearly convey your ideas on paper, you are well on your way to creating a strong vision.

STRENGTHS - IMPROVEMENT AREAS

This section gives you a snapshot of the ten areas where you showed the most strength relative to the assessment norms.

Questions Relating to Strengths	Average
39. People comment on my drive to succeed.	1.44
3. Whenever I meet someone new I try to find an opportunity to talk about my company and the products and services we offer.	1.43
11. I marshal additional resources when overwhelmed with work rather than turn it away.	1.28
1. I make use of every possible tool that may aid in the advancement of my goals.	1.10
22. I am willing to take personal and financial risks in order to have a successful business even though I am sometimes fearful of the consequences.	1.09
18. When an obstacle gets in the way of my success, I am relentless in my pursuit of a way around the problem.	0.99
12. I complete projects on schedule and at a high level of quality.	0.99
38. I ask lots of questions and encourage people to talk to me about what they do.	0.96
70. I do not let temporary setbacks distract me from my commitment to succeed.	0.94
16. I respond well in a crisis.	0.89

This section gives you a snapshot of the ten areas where you show the most potential for improvement relative to the assessment norms.

Questions Relating to Areas of Improvement	Average
27. I instinctively analyze a situation before I make a move in order to determine the approach that is most in sync with my objectives.	-2.96
13. I leave selling to the sales people because I am a subject matter expert and need to maintain my distance from the sales process.	-2.63
36. I like to write down my ideas and frequently edit my own work so that I am saying what I really mean.	-2.63
9. I am keenly aware of the actions that will have the greatest positive impact on the success of my business and allocate my time accordingly	-2.60
2. I am able to eliminate distractions and focus on what is truly important to the accomplishment of my goals.	-2.59
54. I read books and participate in other professional development activities in order to improve my effectiveness.	-2.27
56. I read books in my field to help me stay current and to structure my thinking so that I can communicate well.	-2.19
14. I consciously choose how I respond to things that happen to me.	-2.03
57. I am very good at assessing people's skills and assigning tasks to them that will allow them to shine.	-1.84
21. I aggressively pursue unconventional alternatives to address trouble areas.	-1.61

Individual Questions Breakdown

Questions		Average
Adaptability		
6. When I have been forced to make a change in the way I do things, it has generally resulted in a long-term improvement.	Self Norm Variance	4.00 3.85 0.15
16. I respond well in a crisis.	Self Norm Variance	5.00 4.11 0.89
49. I lose my composure when something happens that I did not anticipate.	Self Norm Variance	3.00 3.60 -0.60
50. When I am surprised by an external event, I can quickly change course and respond to the unexpected situation.	Self Norm Variance	4.00 3.88 0.12
Ambitious		
39. People comment on my drive to succeed.	Self Norm Variance	5.00 3.56 1.44
40. I am committed to developing a great company that is a leader in our field.	Self Norm Variance	5.00 4.38 0.62
64. I'm confident that I have the skills and the drive to run a company.	Self Norm Variance	4.00 4.25 -0.25
74. I have a clear understanding of what it will take to make my company successful.	Self Norm Variance	4.00 4.01 -0.01
Balance		
68. It is vitally important that I spend quality time with my family in the evening and on weekends and keep the work demands to an absolute minimum.	Self Norm Variance	3.00 3.77 -0.77
78. I am committed to eating well, getting enough sleep, and working out every day because I know I am more productive when I pay attention to my health.	Self Norm Variance	2.00 3.50 -1.50
79. I have the personal discipline to tune out the business demands when I am with my friends and family.	Self Norm Variance	3.00 3.61 -0.61
80. I know that becoming too focused on any one thing is not in the best interest of my business.	Self Norm Variance	3.00 3.93 -0.93

Communication		
26. I have historically been influential to others and able to persuade them as to the value and the merits of my position.	Self Norm Variance	3.00 3.78 -0.78
36. I like to write down my ideas and frequently edit my own work so that I am saying what I really mean.	Self Norm Variance	1.00 3.63 -2.63
46. I try to listen very intently to others so that I fully understand their meaning.	Self Norm Variance	4.00 4.30 -0.30
56. I read books in my field to help me stay current and to structure my thinking so that I can communicate well.	Self Norm Variance	2.00 4.19 -2.19
Curiosity		
28. I want to know what my competition is up to.	Self Norm Variance	3.00 3.96 -0.96
38. I ask lots of questions and encourage people to talk to me about what they do.	Self Norm Variance	5.00 4.04 0.96
48. I like to test out new ideas and see if I can come up with an innovative solution.	Self Norm Variance	4.00 4.15 -0.15
58. I pay very close attention to what is going on in my industry and I am on top of the latest technology and best practices.	Self Norm Variance	3.00 3.89 -0.89
Determination		
8. After an initial setback, I move onto a new endeavor.	Self Norm Variance	1.00 2.51 -1.51
18. When an obstacle gets in the way of my success, I am relentless in my pursuit of a way around the problem.	Self Norm Variance	5.00 4.01 0.99
69. If I believe in an idea, I'm persistent in seeing it all the way through implementation.	Self Norm Variance	5.00 4.20 0.80
70. I do not let temporary setbacks distract me from my commitment to succeed.	Self Norm Variance	5.00 4.06 0.94

Focus		
2. I am able to eliminate distractions and focus on what is truly important to the accomplishment of my goals.	Self Norm Variance	1.00 3.59 -2.59
9. I am keenly aware of the actions that will have the greatest positive impact on the success of my business and allocate my time accordingly	Self Norm Variance	1.00 3.60 -2.60
10. I have clearly mapped out goals for my business which I am fully committed to reach.	Self Norm Variance	4.00 3.46 0.54
12. I complete projects on schedule and at a high level of quality.	Self Norm Variance	5.00 4.01 0.99
Innovation		
5. I spend time thinking about new or different ways to address the business issues that pose challenges in my field.	Self Norm Variance	3.00 4.18 -1.18
15. Competition does not disturb me because it helps me understand what I need to do better.	Self Norm Variance	5.00 4.20 0.80
25. I enjoy being with creative people who are in the forefront of business thinking.	Self Norm Variance	5.00 4.66 0.34
35. I am energized by exploring new ways of doing things.	Self Norm Variance	5.00 4.45 0.55
Integrity		
45. I have strong feelings about good character and moral rightness and I insist that these be reflected in the management and operation of my business.	Self Norm Variance	5.00 4.71 0.29
55. I insist on honesty in every transaction we have with a customer, employee or other business associate.	Self Norm Variance	5.00 4.80 0.20
65. I know that my reputation in the industry will directly affect the success of my business.	Self Norm Variance	5.00 4.59 0.41
75. If need be, I will forfeit a financial gain in order to maintain a moral position.	Self Norm Variance	4.00 4.53 -0.53

Leadership		
24. I work hard to create a work environment where my staff feels empowered to make decisions and solve problems.	Self Norm Variance	5.00 4.15 0.85
34. I feel confident when dealing with people because I am usually clear about what needs to be done.	Self Norm Variance	3.00 4.06 -1.06
44. I create opportunities to get input from my staff and work to incorporate their feedback into the decision being made.	Self Norm Variance	3.00 3.83 -0.83
54. I read books and participate in other professional development activities in order to improve my effectiveness.	Self Norm Variance	2.00 4.27 -2.27
Optimistic		
4. I am able to manage frustration, put it aside quickly and move on to productive tasks in furtherance of my business objectives.	Self Norm Variance	4.00 3.81 0.19
14. I consciously choose how I respond to things that happen to me.	Self Norm Variance	2.00 4.03 -2.03
29. When I occasionally have a bad result I feel that it is just an isolated circumstance and that I will eventually come back in a stronger position.	Self Norm Variance	3.00 3.91 -0.91
30. I believe that no matter what obstacles I encounter I will work things through and eventually come out in a better position than I was in when I started.	Self Norm Variance	4.00 4.34 -0.34
Problem Solving		
19. When I am in a crisis situation I try to gather all the facts I can before I make a decision as to how to proceed.	Self Norm Variance	3.00 4.00 -1.00
20. I view a problem as an opportunity to make an improvement in my company.	Self Norm Variance	4.00 4.14 -0.14
62. When new challenges present themselves, I try to approach the situation with an open mind and fashion creative solutions that are in sync with my broader objectives.	Self Norm Variance	5.00 4.24 0.76
72. I get discouraged and frustrated when obstacles are thrown in my path.	Self Norm Variance	3.00 3.35 -0.35

Purposeful		
41. I, having identified my passions, have the tenacity and dedication to plan a strategic route to achieve my goals.	Self Norm Variance	3.00 3.86 -0.86
51. I have the courage, savvy, willingness, and the drive to lead my life with purpose and direction.	Self Norm Variance	5.00 4.25 0.75
61. I have the desire to serve and inspire others to achieve their goals and live meaningful lives.	Self Norm Variance	5.00 4.56 0.44
71. I have the vision to run my business as a means of improving the quality of life for others.	Self Norm Variance	4.00 4.44 -0.44
Resourcefulness		
1. I make use of every possible tool that may aid in the advancement of my goals.	Self Norm Variance	5.00 3.90 1.10
11. I marshal additional resources when overwhelmed with work rather than turn it away.	Self Norm Variance	5.00 3.72 1.28
21. I aggressively pursue unconventional alternatives to address trouble areas.	Self Norm Variance	2.00 3.61 -1.61
31. I quickly assess unexpected roadblocks and decisively put forward solutions.	Self Norm Variance	3.00 3.90 -0.90
Risk Management		
22. I am willing to take personal and financial risks in order to have a successful business even though I am sometimes fearful of the consequences.	Self Norm Variance	5.00 3.91 1.09
32. I evaluate business decisions by assessing the potential gain, or upside, and balancing that against the potential cost, or downside.	Self Norm Variance	3.00 3.92 -0.92
42. I actively pursue situations that involve risk because I understand that these situations can be the stepping stones to greater achievement.	Self Norm Variance	4.00 3.67 0.33
52. I develop habits and mechanisms that enable me to manage the anxiety triggered by fear.	Self Norm Variance	4.00 3.75 0.25

Salesmanship		
3. Whenever I meet someone new I try to find an opportunity to talk about my company and the products and services we offer.	Self Norm Variance	5.00 3.57 1.43
13. I leave selling to the sales people because I am a subject matter expert and need to maintain my distance from the sales process.	Self Norm Variance	1.00 3.63 -2.63
23. Part of my job is to promote the company so that it is appealing to investors, employees, prospects and customers.	Self Norm Variance	3.00 4.23 -1.23
33. I excel at building relationships with people and understand that this is the foundation of the sales process.	Self Norm Variance	4.00 4.07 -0.07
Self-Motivation		
59. I am willing to work hard now because I believe that I am creating a better life for myself in the long run.	Self Norm Variance	5.00 4.53 0.47
60. When I see that I am being rewarded for the fruits of my labor I am encouraged to work even harder.	Self Norm Variance	5.00 4.57 0.43
66. I have something inside me that keeps me going when other people might quit.	Self Norm Variance	5.00 4.43 0.57
76. I make conscious choices to work toward the accomplishment of my goals.	Self Norm Variance	5.00 4.23 0.77
Strategist		
7. I am more comfortable tackling a situation when I have formulated a plan ahead of time mapping out the steps toward a solution.	Self Norm Variance	3.00 4.07 -1.07
17. I am able to put aside my personal agenda in most situations and think objectively about my options.	Self Norm Variance	4.00 3.99 0.01
27. I instinctively analyze a situation before I make a move in order to determine the approach that is most in sync with my objectives.	Self Norm Variance	1.00 3.96 -2.96
37. I know that I have been successful in the past because I have formulated a strategy to get me where I want to be.	Self Norm Variance	3.00 3.67 -0.67

Team Player		
47. There are people who do certain things more effectively than I do and I understand the value of assembling a team with diverse skill sets.	Self Norm Variance	4.00 4.50 -0.50
57. I am very good at assessing people's skills and assigning tasks to them that will allow them to shine.	Self Norm Variance	2.00 3.84 -1.84
67. I prefer to close my door and work by myself without the distractions of others.	Self Norm Variance	3.00 2.71 0.29
77. I try to get the people who work for me to buy-in to my vision for the company so that they are invested in our success.	Self Norm Variance	3.00 4.23 -1.23
Visionary		
43. I focus on understanding what my company will look like 10 years from now.	Self Norm Variance	4.00 3.51 0.49
53. I visualize my future success regularly and draw energy from that in the day-in-day-out operations of my business.	Self Norm Variance	4.00 3.88 0.12
63. I articulate my company's purpose and values in writing.	Self Norm Variance	3.00 3.41 -0.41
73. I have a clear understanding of my core competencies and my fundamental values.	Self Norm Variance	4.00 4.17 -0.17

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