

ENTREPRENEUR

PREMIUM PROFILE



16Personalities

What's in This Profile?

This profile is designed to cover all the main aspects of the Entrepreneur personality as it affects different areas of their life, including Entrepreneurs' key strengths and weaknesses, relationships, academic path, career and professional development, as well as their communication and social skills, parenting tips and advice, and much, much more. It combines personality type theory with practical, real-world advice from others who share the Entrepreneur personality type.

As Aristotle said millennia ago, "The hardest victory is the victory over self" – and, to this end, personality types have been considered and studied throughout human history. The information in these pages provides profound personal insight that can help with handling day-to-day situations in healthier, more balanced ways. Consider this profile a plan for success.

Table of Contents

What's in This Profile?	1
Table of Contents	2
The Puzzle of Personality	5
Five Personality Aspects	9
Mind: Introverted (I) vs. Extraverted (E).....	9
Energy: Intuitive (N) vs. Observant (S)	11
Nature: Thinking (T) vs. Feeling (F)	14
Tactics: Judging (J) vs. Prospecting (P)	16
Identity: Assertive (-A) vs. Turbulent (-T).....	17
Type Groups.....	19
Roles.....	19
Strategies.....	27
Who Is "The Entrepreneur?"	36
Personal Growth	41
Motivation and Development	42
Self-Esteem.....	43
Self-Respect.....	45
Self-Confidence	47
Pursuing Personal Growth	49
Interpersonal Effectiveness	50

Planning.....	52
Making Good Use of Entrepreneur Traits.....	53
Spontaneity	54
Conclusion.....	56
Romantic Relationships.....	57
Potential Role Pairings	59
Entrepreneur–Analyst Relationships	59
Entrepreneur–Diplomat Relationships	64
Entrepreneur–Sentinel Relationships.....	69
Entrepreneur–Explorer Relationships	74
Conclusion.....	78
Friendships	80
Entrepreneurs and Friends of Other Types.....	81
Entrepreneur–Analyst Friendships	81
Entrepreneur–Diplomat Friendships	85
Entrepreneur–Sentinel Friendships.....	88
Entrepreneur–Explorer Friendships	91
Conclusion.....	93
Parenthood.....	95
Parent–Child Type Pairings.....	98
Entrepreneur Parent and an Analyst Child	99
Entrepreneur Parent and a Diplomat Child	101

Entrepreneur Parent and a Sentinel Child	103
Entrepreneur Parent and an Explorer Child	106
Conclusion.....	109
Academic Path.....	110
How Entrepreneurs Learn	111
Entrepreneurs in High School	113
Work or College?.....	116
Entrepreneurs in College	117
Conclusion.....	119
Professional Development.....	121
Career Options for Entrepreneurs	125
Alternative Options.....	129
Climbing the Career Ladder	131
Workplace Cooperation Between Types.....	133
Entrepreneur–Analyst Cooperation.....	133
Entrepreneur–Diplomat Cooperation	137
Entrepreneur–Sentinel Cooperation	141
Entrepreneur–Explorer Cooperation.....	144
Conclusion.....	148
Final Words	149

The Puzzle of Personality



When they receive their personality test results on our website, most people's first question is, "What do these letters mean?" We are of course referring to those mysterious acronyms – INTJ-A, for example, or ENFP-T. As you may have already learned from the type descriptions or articles on the website, the five letters of these acronyms each refer to a specific trait, with certain trait combinations forming various types and type groups. But before we discuss those traits in depth, let's explore their historical foundations.

Since the dawn of time, humans have drawn up schematics to describe and categorize our personalities. From the four temperaments of the ancient civilizations to the latest advances in psychology, we have been driven to fit the variables and complexities of human personality into well-defined models. Although we are still some time away from being able to do that, the current models account for our most important personality traits and can predict our behavior with a high degree of accuracy.

Personality is just one of many factors that guide our behavior, however. Our actions are also influenced by our environment, our experiences, and our individual goals.

This profile describes how people belonging to a specific personality type are *likely* to behave. We will outline indicators and tendencies, however, not definitive guidelines or answers. Significant differences can exist even among people who share a personality type. The information in this profile is meant to inspire personal growth and an improved understanding of yourself and your relationships – not to be taken as gospel.

Our approach has its roots in two different philosophies. One dates back to the early 20th century and was the brainchild of Carl Gustav Jung, the father of analytical psychology. Jung's theory of psychological types is perhaps the most influential creation in personality typology, and it has inspired many different theories. One of Jung's key contributions was the development of the concept of Introversion and Extraversion – he theorized that each of us falls into one of these two categories, either focusing on the internal world (Introvert) or the outside world (Extravert). Besides Introversion and Extraversion, Jung coined the concept of so-called cognitive functions, separated into Judging or Perceiving categories. According to Jung, each person prefers one of these cognitive functions and may most naturally rely on it in everyday situations.

In the 1920s, Jung's theory was noticed by Katharine Cook Briggs, who later co-authored one of the most popular personality indicators used today, the Myers-Briggs Type Indicator® (MBTI®). Briggs was a teacher with an avid interest in personality typing, having developed her own type theory before learning of Jung's writings. Together with her daughter, Isabel Briggs Myers, they developed a convenient way to describe the order of each person's Jungian preferences – this is how four-letter acronyms were born.

Of course, this is just a very simplified description of the Myers-Briggs theory. Readers interested in learning more should read *Gifts Differing: Understanding Personality Type* by Isabel Briggs Myers. As we define personality traits and types differently in our model, we will not go deeper into Jungian concepts or related theories in this profile.

Due to its simplicity and ease of use, the four-letter naming model is now shared by a number of diverse theories and approaches, including Socionics, Keirsey Temperament Sorter®, and Linda Berens' Interaction Styles, among many others. While the acronyms used by these theories may be identical or very similar, however, their meanings do not always overlap. As a result, if you meet five people who say, "I am an INFJ," their understanding of what that means may vary significantly.

Regardless of its structure, any type-based theory will struggle to describe or characterize people whose scores lie near the dividing line. A different way to look at personalities is through the lens of a trait-based rather than a type-based model. What do we mean by that? Instead of creating an arbitrary number of categories and attempting to fit people within them, a trait-based model simply studies the degree to which people exhibit certain traits.

You may have heard the term Ambivert, which is a perfect example in this case. Ambiversion means that someone falls in the middle of the Introversion-Extraversion scale, being neither too outgoing nor too withdrawn. Trait-based theories would simply say that an Ambivert is moderately Extraverted or moderately Introverted and leave it at that, without assigning a personality type.

A trait-based approach makes it easier to reliably measure correlations between personality traits and other characteristics – for example, political attitudes. This is why trait-based approaches dominate psychometric research, but that's more or less

the only area where these approaches are dominant. Because they don't offer types or categorizations, trait-based theories don't translate as well as type-based theories into specific recommendations and takeaways. Assigned categories such as Extravert or Introvert may be limiting, but they allow us to conceptualize human personality and create theories about why we do what we do – something that a more scientifically reliable but colorless statement, such as you are 37% Extraverted, simply cannot do.

With our model, we've combined the best of both worlds. We use the acronym format introduced by Myers-Briggs for its simplicity and convenience, with an extra letter to accommodate five rather than four scales. However, unlike Myers-Briggs or other theories based on the Jungian model, we have not incorporated Jungian concepts such as cognitive functions, or their prioritization. Jungian concepts are very difficult to measure and evaluate scientifically, so we've instead chosen to rework and rebalance the dimensions of personality called the Big Five personality traits, a model that is very popular in psychological and social research.

Our personality types are based on five independent spectrums, with all letters in the type code (e.g. INFJ-A) referring to one of the two sides of the corresponding spectrum. We'll talk more about these concepts in the next chapter. This approach has allowed us to achieve high test accuracy while also retaining the ability to define and describe distinct personality types.

During the last few years, we have conducted more than 800 studies to uncover trends and correlations between personality traits and various behaviors. Many of these studies will be referenced in this profile, and additional information can be found in our online [Academy](#). Our goal is to give you access to our sources without repeating ourselves or overwhelming you with information. If you are particularly

interested in a specific study or its statistical characteristics, please feel free to contact us via our website, and we will do our best to provide additional information.

With that aside, let's dig deeper into the five personality aspects!

Five Personality Aspects

Mind: Introverted (I) vs. Extraverted (E)

The distinction between Introverts and Extraverts may be the oldest notion in the history of personality theories. It has long been observed that some people are expressive and outgoing, while others are reserved, quiet, and more comfortable alone. The first group recharges by engaging with the external world and communicating with other people, whereas members of the second group are energized by spending time alone and connecting with their own inner world.

We focus on these differences in our first scale, which we call Mind. This scale – which is based on a person's level of expressiveness and the degree to which he or she seeks external stimulation – determines how we see and approach the outside world, including people, objects, and activities. This scale correlates with a number of other personality traits, such as willingness to volunteer, desire to engage in thrill-seeking activities, and romantic assertiveness, to name just a few.



On one side of this scale, we have Introverted individuals (the I letter in the type acronym). You might associate Introversion with being private or withdrawn – or even clumsy or antisocial – but our studies show a far more complex picture. Generally speaking, Introverts do not seek or require much external stimulation. As you might expect, an Introvert requires less communication with others than an Extravert would, but an Introvert's preference for less stimulation can also influence his or her hobbies, political attitudes, and even eating or drinking habits. To give a practical example, our studies have found that Introverts are less likely than Extraverts to enjoy coffee and energy drinks.



But what about Extraverts? Compared with Introverts, Extraverts are more interested in engaging with the people, objects, and environment around them. This preference manifests itself in many ways: Extraverts are less sensitive than Introverts to noise, for

example, and they are likelier to wear bright and colorful clothes. Extraverts not only tolerate external stimuli, however; they actually need these stimuli in order to support their own energy.

Extraverts are often energetic and willing to take the lead, especially in social situations. They enjoy pushing themselves to the limit and challenging themselves and those around them. Unlike Introverts, who are more cautious in their approach, Extraverts are likely to feel that they can handle life's challenges without much forethought. Whether that turns out to be true depends on many other

circumstances, but overall, Extraverts tend to be more proactive in experiencing – and embracing – the world around them.

Entrepreneurs are Extraverted – they tend feel recharged after spending time in the company of other people, and consequently often have excellent social skills. As Extraverts, Entrepreneurs enjoy taking the lead and speaking their mind, often going ahead and voicing their opinion as they develop it. People with this personality trait tend to instinctively connect with others, regardless of their background or personality, making them popular and well-liked in many circles.

Energy: Intuitive (N) vs. Observant (S)

Energy is the second scale in our model, and in our opinion it is the most important. While the other four scales determine how you interact with the world (Mind), make decisions (Nature), schedule your activities (Tactics), or react to external feedback (Identity), the Energy scale actually determines how you see the world and what kind of information you focus on.

All personality types can be divided into those that favor the Intuitive energy style and those that favor the Observant energy style. Intuitive individuals tend to be visionary, interested in ideas and abstractions, and attracted to novelty. Observant individuals, on the other hand, prefer facts, concrete and observable things, and the tried and true.

It is important to stress that this scale has nothing to do with how we absorb information: Intuitive and Observant types use their five senses equally well. Instead, this scale shows whether we focus on what is possible (making connections *intuitively*) or what is real (*observing* the environment). If you are familiar with the Big Five personality traits, you might recognize this scale as a reworking of the openness

to experience concept, with a focus on preference for (and tolerance of) novelty and ambiguity.

Individuals with the Intuitive trait rely on their imaginations and think in terms of ideas and possibilities. They dream, fantasize, and question why things happen the way they do, always feeling slightly detached from the actual, concrete world. Although they observe other people and events, their minds remain directed both inwards and somewhere beyond – always questioning, wondering, and making connections. When all is said and done, Intuitive types believe in novelty, in the open mind, and in never-ending improvement.



In one of our studies, we asked people whether they wish they had been born in the Age of Discovery (roughly speaking, the 15th through the 18th centuries). Our results showed that Intuitive types were much more willing to give up the convenience, comfort, and

predictability of modern life in exchange for the excitement of exploration, distant civilizations, and the undiscovered mysteries of the New World.

In contrast, individuals with the Observant trait focus on the actual world and things happening around them. Preferring to see, touch, feel, and experience, they are

happy to leave theories and possibilities to others. They keep their feet on the ground and focus on the present, instead of wondering why or when something might happen. Consequently, people with this trait tend to be better at dealing with facts, tools, and concrete objects as opposed to brainstorming, theorizing about future events, or handling abstract theories. Observant types are also significantly better at focusing on just one thing at a time instead of juggling multiple activities.

The Energy scale influences communication style as well. Intuitive individuals talk about ideas and have no difficulties with allusions or reading between the lines, while Observant types focus on facts and practical matters. This is why Intuitive types may find it challenging to understand someone with the Observant trait, and vice versa. Intuitive types may think that Observant individuals are materialistic, unimaginative, and simplistic, and Observant types may see their Intuitive conversation partner as impractical, naïve, and absent-minded. These assumptions and biases can be quite damaging, and it takes a mature person to get past them.

People with the Observant personality trait, like Entrepreneurs, spend most of their time focusing outward, observing tangible details about their surroundings. They excel at remembering various details, noticing discrepancies and maintaining a grounded perspective. Entrepreneurs aren't that concerned about what *might* happen or *why* it happened – they focus on what *is* happening. Entrepreneurs keep improving these skills throughout their lives, which makes them diligent, keen-eyed observers.

This trait is also one of the reasons why Entrepreneurs tend to find partners easily: many characteristics shared by people with the Observant trait, such as realistic and practical attitude, are often considered attractive.

The Observant trait comes with drawbacks: with their mental resources directed outward, Entrepreneurs may struggle to make sense of their intuition. A preference for tangible facts can make dealing with abstract, theoretical matters, or jumping from one idea to another difficult. Keeping up with the facts comes naturally to Entrepreneurs, but the same can't be said for brainstorming possibilities.

Nature: Thinking (T) vs. Feeling (F)

The third scale, which we call Nature, determines how we make decisions and cope with emotions. While we all have feelings, there are significant differences in how different types react to them. This scale influences a number of areas of our lives, particularly our interactions with other people.

People with the Thinking trait seek logic and rational arguments, relying on their head rather than their heart. They do their best to safeguard, manage, and conceal their emotions. “Whatever happens, you must always keep a cool head” – this is the motto of Thinking individuals. These types are not cold-blooded or indifferent, however. People with the Thinking trait are often just as emotional as those with the Feeling trait, but they subdue or override their feelings with their rational logic.



In several of our studies, we analyzed the attitudes of different personality types toward philanthropy and charitable causes. Thinking types are significantly less likely to engage in charitable giving or to be touched by charities' emotional appeals. Does this mean

that they are unwilling to help? Not necessarily. It turns out that Thinking personalities don't believe that giving money to charity is the best way to make a difference. They may look for other ways to be of assistance – for example, investing in education for the disadvantaged.

In contrast, people with the Feeling trait follow their hearts and care little about hiding their emotions. From their perspective, we should not be afraid to listen to our innermost feelings and share them with the world. These individuals tend to be compassionate, sensitive, and highly emotional. They would rather cooperate than compete, although they are not naïve or easily swayed.

In fact, people with the Feeling trait are likely to fight tooth and nail for their values and beliefs. For many Feeling types, principles and ideals are much more important than, say, professional success. Although this perspective might not seem rational, Feeling types generally adhere to their own highly individualized – and perfectly valid – logic.



Entrepreneurs have the Thinking trait. These types trust and prioritize logic, and they rely on rational arguments over emotional appeals. They try to keep their true feelings and emotions deep below the surface, and focus instead on what can be assessed, compared, and verified.

Individuals with the Thinking trait, like Entrepreneurs, bring tremendous value to enterprises that need careful assessment and calculation to succeed. Unfortunately, for all the good it represents, the Thinking trait may distance Entrepreneurs from

much of the population, as connecting at an emotional level takes more effort for these intellectual types.

Tactics: Judging (J) vs. Prospecting (P)

The Tactics scale determines how we approach planning and how we handle available options. The implications reach well beyond our calendars, however. At its core, this scale determines our attitudes toward certainty and structure in our lives.

People with the Judging trait do not like to keep their options open. They would rather prepare five different contingency plans than wait for challenges to arise. These individuals enjoy clarity and closure, always sticking to the plan rather than going with the flow. It's as if Judging types keep a mental checklist, and once a decision is crossed off that list, it is not open to reassessment. This mentality applies as much to grocery shopping as it does to life goals, like buying a house.

Individuals with the Judging trait tend to have a strong work ethic, putting their duties and responsibilities above all else. Our research indicates that Judging types are also strict when it comes to law and order. Of course, this doesn't mean that Prospecting individuals are lawbreakers, but if you see someone go out of his or her way to use a crosswalk, that person is likely a Judging type.



In contrast, Prospecting individuals are flexible and relaxed when it comes to dealing with both expected and unexpected challenges. They are always scanning for

opportunities and options, willing to jump at a moment's notice. People with this trait understand that life is full of possibilities, and they are reluctant to commit to something that might prove an inferior option in the future. They also focus more on what makes them happy than



what their parents, employers, or teachers expect. If a specific task is not particularly important or interesting, a Prospecting individual will always come up with something better to do.

Entrepreneurs are Prospecting individuals, and look for different ways to complete tasks or accomplish goals. Entrepreneurs' range of interests may lead to unfinished projects or missed deadlines, but these types would rather risk disappointing others than lock themselves into a position where existing commitments would limit their freedom. Prospecting types are relaxed about their work or studies, refusing to get stressed about deadlines, templates, or rules when they still have free time.

Identity: Assertive (-A) vs. Turbulent (-T)

The last scale, Identity, affects all others, reflecting how confident we are in our abilities and decisions. In a way, this scale acts as an internal sensor, reacting to the input we get from our environments – for instance, success or failure, feedback from others, or pressure caused by unexpected events. The Mind and Identity scales are the alpha and the omega of our model, acting as an external shell that we wear in all of our interactions with the outside world. Later, we will discuss the four possible

combinations of these traits, which we call “Strategies,” but in the meantime, let’s take an in-depth look at the Identity scale.



Assertive individuals are self-assured, even-tempered, and resistant to stress. They refuse to worry too much, and they don’t push themselves too hard when it comes to achieving goals. Similarly, they are unlikely to spend much time thinking about past actions or

choices. According to Assertive types, what’s done is done and there is little point in analyzing it. Not surprisingly, people with this trait are generally satisfied with their lives, and they feel confident in their ability to handle challenging and unexpected situations.

In contrast, Turbulent individuals are self-conscious and sensitive to stress. They experience a wide range of emotions and tend to be success-driven, perfectionistic, and eager to improve. Always feeling the need to do more, have more, and *be* more, Turbulent types may forget how exhausting this dissatisfaction can be – both for themselves and for the people around them.



While the Assertive variant may seem more positive on the surface, that is not necessarily the case. Turbulent individuals are more willing than Assertive types to change jobs if they feel stuck in their current roles, and they think deeply about the direction of their lives. Turbulent individuals may also outperform Assertive types in certain instances, because they may care more about the outcome. The willingness of Turbulent types to push themselves may ultimately enable them to achieve their goals.

Type Groups

Now you know what each type consists of. But how do they fit together?

Our system has two layers: the first (inner) one defines our Roles, the second (outer) one, our Strategies.

Roles

The Role layer determines our goals, interests, and preferred activities. Each of the four Roles covers a set of personality types that are very similar, and we will use these groups later in this profile to draw contrasts and similarities between personalities. They also serve to highlight the importance we have placed on the Energy trait. Each personality type will share either the Observant or the Intuitive trait with all other members of their group, as well as one other key trait. Entrepreneurs belong to the Explorer Role group, along with three other personality types: Virtuosos, Adventurers, and Entertainers.

Analysts

Shared traits: *Intuitive* and *Thinking*

The personality types in the Analyst Role – Architects, Logicians, Commanders, and Debaters – embrace rationality, excelling in intellectual and technological pursuits. The Thinking trait makes Analysts exacting, and the Intuitive trait lets them apply their minds to almost anything, with their imaginations aiding calculated, strategic thinking, or seeing just how far the rabbit hole goes with a crazy scheme or thought experiment.

These personalities are driven to understand and create, and have no problem switching between speculative musing and frank, solutions-oriented approaches to whatever problems are at hand. Broad, intelligent vision gives Analysts an ingenious air, but they can become overwhelmed and scattered if they don't learn to hone these abilities and use them to advance a worthwhile cause or project.

The biggest pitfall is that their intellect can give them a false sense of accomplishment. They tend to prefer the world of ideas to the sober reality of follow-through, and by assuming the role of critic instead of participant, Analysts sometimes risk being functionally outpaced by those who simply sit down and do the work. They can earn themselves the unsavory title of “armchair analysts” while those with more real-world experience continue to create real results. Analyst personality types can lack a proper respect for those of simpler vision and expression, whatever their background, and it can hold them back.

Analysts value their intellect above all else, and it can be a challenge convincing them it's worth checking their many hypotheses with an experiment or proper evidence to be sure. To many Analysts, if something makes sense in their minds, that's as good

as proved, and a great deal faster. Analysts can be brilliant, but they're still human; under the influence of ego, these personality types can get in the habit of advancing clever opinions instead of objective facts.

Analysts' positive self-identity stems largely from their formidable drive to learn, and their clever and sharply witty banter can make them excellent debate partners. Often insatiable readers as well, Analysts can be found stockpiling books, questioning teachers, and driving conversations in forums across the world wide web. These types prefer their own processes and pace, and are energized by exercising their minds on their own time.

Analysts are also relentless self-improvers. Once they've recognized a flaw, they apply all of this cold rationality, honest reflection, imagination, and desire for results to make it right. Analysts' forceful, imaginative vision, when trained and focused, enables these personalities to conceive and accomplish things most thought impossible.

Diplomats

Shared traits: *Intuitive and Feeling*

Diplomats – Advocates, Mediators, Protagonists, and Campaigners – tend to be warm, caring, and generous individuals, shining in diplomacy and counselling. These personality types promote cooperation and harmony, tolerating discord only as a step towards positive change. Their perceptive abilities seemingly go deeper than the traditional senses – it's as if they have a full set of tuning forks in their hearts that can resonate with people's emotional states, and this empathetic sensitivity creates deep connections with others.

This is not as mystical as it can seem. Diplomat personalities deeply value understanding, and a lifetime of self-reflection grants them insights into others' motivations that they might not even understand themselves. Diplomats can use this to shape the way others feel, but it would be out of character for them to use this for ill.

Diplomats' people skills nurture friendship and healing with pure, genuine empathy. Causing distress feels to them like wounding their own psyche, so they prefer to gently nudge loved ones and strangers alike in a positive direction. Diplomats find the ideals of humanism rewarding: kindness, understanding, altruism, and growth warm them like a bonfire on a chilly autumn day. These personality types envision a prismatic, kind world.

The Intuitive trait plays a big part in this optimism, but it also makes Diplomats sensitive to injustices that would jeopardize that ideal world. They can be aggressive against forces they perceive as evil, and are capable of steely action when they feel they have moral high ground. Diplomats' sensitive emotions may flare to outright combativeness if provoked; with self-righteous momentum and weighty ideals, these personality types can steamroll others. If they let inspiration trump rationality unchecked, they can sometimes go too far, damaging the very causes they hold dear, however justified the outrage.

Tempering this passion with cold practicality is a challenge for Diplomats. They are often reluctant to make and carry out tough decisions or plans lacking in empathy, and often struggle with carrying out a plan at all. They find greater satisfaction in abstract self-exploration and understanding the issues that affect those least able to defend themselves than mundane accomplishments and day-to-day tasks.

Diplomats emphasize experience and understanding rather than calculable achievement.

Among friends and family, Diplomat personalities can range from quietly caring to brightly gregarious, so long as they can pursue the mutual exchange of thoughts and feelings they value so highly. But they can overextend themselves in this more personal aspect of their lives as well – emotionally, physically, or even financially. Diplomats' open hearts make them vulnerable when others aren't as considerate, though they wouldn't have it any other way. Someone must trust first, and they will almost always be the volunteer.

Diplomats embrace travel as readily as anyone – they like exploring other cultures and people's colorful ways. These personality types are creatively inclined, often practicing artistic expression in diverse forms, and see magical beauty where others see the hum-drum of daily life. For a group with such progressive attitudes, they also appreciate seeing things as they are, a pure expression of a way of thinking and being. Diplomats can be passionately inspired by experiences: music, cuisine, theater, nature, and anything else that goes beyond the obvious can rise to divine art in their eyes.

Like a gardener planting in fertile earth, Diplomats seed the world around them with progressive change and gentle beauty. Diplomats feel connected to forces they may not fully understand, a deep sense of faith that may express itself, if not always through traditional religion, as spiritual belief. Diplomats pursue things with an underlying idealism and a sense of higher purpose; activism, spirituality, healing, the arts, and charity are common interests for these personalities. They have a conviction to serve a greater good, motivated by intangible rewards felt in the heart and soul.

Sentinels

Shared traits: *Observant* and *Judging*

Sentinels – Logisticians, Defenders, Executives, and Consuls – are cooperative and practical. Their grounded approach helps them feel comfortable with who they are, defining themselves not by individualism, but by character and competence. These personality types seek order, security, and stability, and tend to work hard to maintain the way of things, leading to a deserved reputation as the core of any group or organization, from family to church to the office and the factory floor.

These types embrace teamwork, but expect the same performance and respectability from others that they strive for themselves. Sentinels often dislike strident nonconformity because they envision progress through collaboration and hard work within a known set of rules – to let everyone do their own thing on a whim would be anarchy. Sentinels prefer proven methods and honest accomplishment to self-indulgent exploration and esoteric ideas. Because these personalities are deeply prudent, they also tend to be self-motivated, and rarely need external inspiration to be productive.

Their grounded perspective leaves little room for random musings, but Sentinels are not unimaginative. They experiment for anticipated gain rather than intellectual thrills, and excel in making challenging situations work. Revolution does not appeal to people from this Role, who tend to learn from the past and remain loyal to the tested truths and traditions they were brought up with. Where some see fascinating philosophy, Sentinels may see preposterousness: these personality types favor practiced methodology over abstract theory.

Having authority allows Sentinels to practice their virtues. Effective in leadership roles, these types motivate others by energetic example and feel satisfaction from guiding a well-functioning group – they tend to make excellent teachers, managers, and community officials, as well as parents and hosts. These personalities are meticulous and traditional, excelling in logistical and administrative fields with clear hierarchies and rules as well. Opting for successful completion whenever they can, Sentinels can be controlling, but gladly compromise when needed to get things done.

Sentinels feel rewarded by shepherding others, and enjoy coordinating and sharing fun social experiences with friends and family. They believe it is their responsibility to give their families safe, happy lives that prepare them for the real world. An appreciation of strong relationships allows them to share generously with those they respect and love – these types feel bolstered by having reliable people in their lives, and will do what they can to make sure they hold up their end of the bargain. Birthdays, dinner parties, and camping trips are delightful events under their enthusiastic direction.

These personality types are happiest without drama, though their admirably stubborn loyalty can certainly attract it if they feel they need to stand by a friend, regardless of whether they're in the right or wrong. Inconsistent people can test Sentinels' tolerance and provoke harsh judgement. Sentinels tend to prefer predictability over novelty and familiar pleasures more than cutting-edge excitement. It can be difficult for Sentinel personalities to accept people who lack their studious ideals, but they often respond as engaged and caring mentors to those who wish to grow in that direction.

Explorers

Shared traits: *Observant* and *Prospecting*

Explorers – Virtuosos, Adventurers, Entrepreneurs, and Entertainers – possess a self-reliant mix of enthusiasm, quick thinking, and ingenuity that can lead to impressive personal and professional accomplishments. Comfortable with uncertainty and minimally concerned with preparation, these personality types simply adapt and overcome as events present themselves. Explorers' flexibility helps them make snap decisions in the moment, and they're unlikely to dwell on the future or the past.

They aren't obsessed with precise detail (unless they're really in the zone, in which case they can muster a level of precision and focus that would make a seasoned engineer blush). Usually, they require workability rather than perfection. Explorer personalities are utilitarian masters of diverse tools and techniques, ranging from instruments and engines to the art of persuasion, and they distinguish themselves in crises, crafts, and sales.

This versatile decisiveness doesn't mean commitment, however. Explorers can change their minds with minimal regret or second-guessing. People in this Role dislike monotony, and often feel tempted to stray from obligations in favor of entertaining new things. They experiment with many interests and live and breathe whatever they connect with – for a time. If these personality types sometimes leave business unfinished, let clutter build up, or misplace important things, it's because they've moved on to something fresh.

Explorers enjoy being free of obligations, where they can indulge themselves or their interests on their own time. An Explorer might design and build their own dream house, enthralled with the process, but end up procrastinating on simple repairs after a few years. They are highly motivated when steering themselves through something interesting, but don't like being restrained by anything "mandatory."

Their relaxed, free-form attitude makes Explorer personalities socially dynamic as well. They often seek out people and experiences that cater to their senses, finding more pleasure in stimulation than planning. They happily approach appealing strangers and interesting experiences, and when things get in the way of a good time, they apply their ingenuity to getting around it. Explorers want to see what happens next!

The same themes run through their friendships and families, though these relationships have much more staying power than most other interests. Rather than forcing relationships into or out of existence though, Explorers let things flow naturally according to their desires. Compatible people simply become a part of their lives. These personality types tend to be individualistic and freedom-loving, going their own way with little regard for naysayers, but they do enjoy knowing that the people they trust will be around in the end.

Explorers are highly spontaneous, connecting with and adapting to their environment in a way that is almost childlike in its wonder and sheer fun. It can be a challenge for them to work for things with a distant or unexciting payoff, as they need a sense of immediacy to feel truly engaged, but when they are passionate, Explorer personalities can move heaven and earth.

Strategies

The Strategy layer reflects our preferred ways of doing things and achieving our goals. There are four strategies: Confident Individualism, People Mastery, Constant Improvement, and Social Engagement. Depending on their type variant, Entrepreneurs fall under either People Mastery (Assertive Entrepreneurs) or Social Engagement (Turbulent Entrepreneurs).

Confident Individualism

Shared traits: *Introverted* and *Assertive*

Confident Individualists typically trust in themselves, and they often embrace solitude to pursue their own interests rather than seeking out social activity. Fascinated by personal projects, people following this Strategy often have an impressive range of skills and interesting ideas. But projects are usually only pursued for their own merit – Confident Individualists tend to feel that social displays and bragging are time and energy wasted. These personality types are proud of who they are, what they know, and what they can do, but they don't feel the need to prove themselves to others.

Confident Individualists engage their internal inspiration instead of searching for motivation outside themselves. They favor privacy, and aren't particularly fond of interacting with society, whether in a strictly social sense or when embracing broader societal goals. These personalities often favor substance over superficiality and personal honesty over playing along, and prefer a utilitarian approach, even when pursuing esoteric goals.

This utilitarianism also means that Confident Individualists are not easily drawn into emotional drama. They hold their own opinions firmly, but tend to see little reason to try to convince others. When drama does arise, these personality types express their truth with little concern over whether they'll cause friction or offense. Confident Individualists tend to endorse self-reliance over cooperation, and are rarely pressured into agreeing with or lending support to others unless they believe in the cause.

This relaxed self-assurance means that Confident Individualists may not push their boundaries. Their live-and-let-live attitude goes both ways: they don't need to convince others, and they tend to expect others to return the favor. While highly capable, they can miss information and opportunities that challenge their views because they simply don't place much importance on factoring in others' approval. They can be tolerant in disagreement though, respecting others' individualism just as they respect their own.

When these personality types form friendships, they tend to be strong and honest. Because these types don't feel like they need other people's approval, their loyalty and affection are a deliberate expression of affection. Impressing a Confident Individualist earns their respect and care, and these types make for dedicated, passionate friends.

Self-reliance is central for these types, and they handle difficult situations well because they tend to be emotionally secure, bold, and resistant to stress. They rarely seek leadership or the spotlight, but when they do find themselves in these positions, these personalities lead by an example of self-determination and uncomplicated honesty – they appreciate grace, class, and form, and rarely seek to impress by appearances alone. When acting with knowledge and wisdom, Confident Individualists can be noble pillars of strength.

People Mastery

Shared traits: *Extraverted* and *Assertive*

People Masters are highly stress-resistant, maintaining confidence through life's challenges, social pressures, and any questions of their capabilities. These personality types seek social contact and have solid communication skills, feeling at

ease when relying on or directing other people. People Masters' mantra is fearless engagement – to be is to do. This is not a group known for its timid opinions or idleness.

People Masters feel rewarded by stimulation and challenging experiences. They like travelling to see things, people, and places, where they can experience a richer understanding of the world around them. These personalities like sampling new foods, lifestyles, and cultures; even things they don't end up liking can be entertaining excitement for them.

Sometimes, though, People Masters are too confident. Insulated against self-doubt and the need to prove themselves, they don't always test, or even consider, their own limits or ambitions. They can slip into a pattern of endless fun and comfort-seeking, rolling their eyes at those who press themselves towards more intimidating goals. At the other end of the spectrum, these personality types can just as easily ignore sensible caution, putting themselves in extraordinary and dangerous situations, confident they can find their way through.

Most fall somewhere in the middle, embracing healthy ambition and competition so long as they play a meaningful part in social circles and leadership. Social interaction plays a big part in People Masters' happiness. While not dependent on people's approval for emotional security, they appreciate acclaim for their accomplishments and bright personalities, and can be a touch showy from time to time. These types are self-confident, but they are often lost without people to lead, laugh with, and love.

Their charisma, self-assurance and boisterousness can sometimes be trying qualities. People Masters prefer cooperation, but have few qualms about dominating their opposition to achieve their goals, boldly promoting themselves and using their

social skills to get ahead. This Strategy understands people's needs, but can just as easily use this as a weapon rather than a tool of compassion if they have their sights set on something big.

People Masters can compromise when needed, but these personality types tend to be better talkers than listeners. They can be very demanding, criticizing people's performance regardless of their feelings because they expect no less of themselves. That said, these types are moderate in their disagreements because their ego and confidence aren't at stake the way they often are for Turbulent Strategies. People Masters are not fond of grudges, content to let bygones be bygones. They are more likely to be socially idealistic, with the intent of bringing people together to make things happen – petty grievances just get in the way.

People Masters' charismatic virtues shine in social contexts, and these types have little fear of rejection and a passion for inclusion. They prefer to take the lead, but sharing the journey through other people's eyes enhances their own enjoyment as well. People Masters share in all aspects of people's lives, making these personalities strong, honest friends, parents, spouses, and colleagues, serving as wellsprings of energy, joy, and mutual success.

Constant Improvement

Shared traits: *Introverted* and *Turbulent*

Constant Improvers are sensitive and contemplative individuals who enjoy having their own space and freedom. They are often deep and creative individuals, though often tense and more comfortable on their own than mixed up in the judgment of the real world. With the two personality traits most representative of a sensitivity to their environment – Introversion and Turbulence – they are reserved when dealing

with strangers or new situations, often turning inwards or focusing on peacekeeping instead.

These personalities' caution in the face of unfamiliar challenges can sometimes look like a lack of motivation, but this is usually just self-doubt – Constant Improvers have a strong drive, but it comes paired with a strong fear of failure. They invest a great deal of their identity in their successes, and even a minor misstep or embarrassment can be crushing.

The vigilance learned from a lifetime of ups and downs gives these personality types a knack for sensing trouble. This is a strategic wariness that can be quite useful in situations that need to balance risk and reward, whether a financial investment or a romantic opportunity. Though they can seem frustratingly over-cautious to others, Constant Improvers would rather not face calamity, so they excel at avoiding it with preventive insights.

Since they aren't always comfortable with energetic exchanges with other people, Constant Improvers often direct their attention elsewhere, striving to master hobbies, careers, bodies of knowledge, or new means of self-expression. Their restless drive, self-doubt, and solitary mentality can combine to create impressive, beautiful results.

High-achieving and perfectionistic, Constant Improvers generally try to do their best in their endeavors, dedicating tremendous time and energy. These personalities can put so much pressure on themselves that they diminish their own impressive accomplishments by fixating on the slightest flaws or dismissing successes as luck rather than skill or dedication.

Taken too far, this perfectionism can also drive endless rumination – an unhealthy obsession with perfection will reveal flaws in the best plans, and Constant Improvers

often feel forced to abandon a course of action because something doesn't line up right. Whether working feverishly or picking at the threads of an idea though, Constant Improvers can be intense about their goals, and progress towards internal balance can lead them to amazing personal accomplishments.

Alongside their personal efforts, these personality types also care a great deal what others think of them. This can be very useful, but they can take this to a fault: fixating on others' expectations can sour social efforts into awkwardness. Constant Improvers are easily thrown off-balance by conflict, and may communicate timidly, or not at all, for fear of hurting people's feelings, provoking a confrontation, or looking the fool.

Sometimes it takes peer approval and active encouragement for this Strategy group to recognize their own virtues. These personalities often benefit from friends and colleagues patient enough to get to know them and who give them a chance to speak their minds. When treated considerately, these types become devoted partners and begin to reveal their kindness, insights, heartfelt support, and the complexities of their approach to the world, from sometimes (oddly specific) plans for obscure situations to starry-eyed ambitions.

Social Engagement

Shared traits: *Extraverted* and *Turbulent*

Those with the Social Engagement Strategy are an interesting group. In some ways, Extraversion and Turbulence conflict with each other: Extraversion leads to risk-tolerance and boldness; Turbulence reflects self-doubt and sensitivity. Turbulence also contributes to impulsivity, which Extraversion makes highly visible. This means Social Engagers tend to do what comes naturally first and think about it later. In this

way, they are almost an exaggeration of their underlying personality types. This isn't a bad thing.

Social Engagers enthusiastically engage the external world, not content to live in their minds, drawing emotional security from positive interactions. In business and among loved ones, these types are usually the center of attention. Social Engagers meet the needs of the crowd in social settings, but they sometimes hide their true selves to impress other people. They appreciate social status, and often portray themselves as the person they aspire to – usually a purer form of their personality type – in order to achieve it.

Social Engagers often experience stunning highs and lows as their Extraversion pushes their Turbulent need for success into overdrive and their Turbulence creates an immediate sense of regret, warranted or not. These personality types can be surprisingly competitive, measuring themselves against peers and hoping others notice their accomplishments, then retreat, suddenly becoming averse to conflict, leading them to apologize for or avoid confrontations – even those that ended in beneficial discussions.

These personalities may falter occasionally in their self-confidence, but ultimately they are driven to improve and achieve. At the end of the day, they have no trouble blowing off some steam and enjoying a much-needed break, either. Social Engagers enthusiastically pursue stimulating and exciting experiences, especially with a group of friends. They much prefer to dive into an experience than to sit down for a reserved evaluation, though many will naturally regret their hot-headed lack of planning down the road.

This push and pull between ambition and alarm, impulse and caution, highs and lows can itself be quite stressful, but it's all part of this Strategy's charm. These personality

types are often restless in pursuit of their goals to improve their circumstances, but show their passion by indulging their desires through some earned fun (and maybe shopping for something impressive). Social Engagers work hard at their personal and professional development, striving to meet all manner of stringent standards, but they lead dynamic lives as well, filled with companionship, sharing adventures and accomplishments with others whenever possible. Whatever direction they pull, they are sure to pull the crowd with them.

While the Strategies are important, this series of e-books simply doesn't have the space to explore them properly. For now, we'll focus on the inner core: The four Roles. Look to future updates to the series and the Academy to see this aspect explored more fully.

Who Is “The Entrepreneur?”



This e-book explores how Entrepreneurs’ traits influence their personalities – and their lives. As we’ll explain, these traits produce a unique set of tendencies and behaviors that affect Entrepreneurs’ personal growth, relationships, and academic and professional development. So, let’s embark on a brief overview of the Entrepreneur personality type, venturing into topics that we’ll discuss more extensively in later chapters.

Personal Growth

For Entrepreneurs, life is meant to be experienced – and enjoyed. Spontaneous and action-oriented, people with this personality type crave new opportunities and ventures, from extreme sports to exotic travel. Like other members of the Explorer type group, Entrepreneurs seize the moment, creating a sense of fun and adventure whenever possible. Gregarious and passionate, they thrive on novelty, social energy, and physical pleasures.

However, people with this personality type should pay close attention to how this desire for novelty and pleasure manifests itself. Entrepreneurs may find themselves

drawn to unbalanced, risky, or destructive habits and addictions, such as gambling or substance abuse. Entrepreneurs’ lack of interest in rules, laws, and conventions may compound this tendency.

Through self-awareness, Entrepreneurs can resist unhealthy temptations, satisfying their lust for life and their trailblazing spirits in more balanced and sustainable ways. They can also learn to balance their spontaneity and independence with productive habits that help them manage day-to-day necessities without becoming bogged down in chores or obligations. By establishing healthy priorities and developing relationships with people who are good influences, Entrepreneurs can sideline any propensity toward recklessness and enjoy the best of all worlds: pleasure and fulfillment, novelty and joy.

Relationships

As Extraverts, Entrepreneurs love interacting with other people. They light up a room, drawing everyone’s attention by spurring fun, lively, and sometimes pointed conversations. Whether it’s a hip party or a family reunion, group gatherings energize people with this personality type, showing them at their colorful, confident, and magnetic best.

Beneath their entertaining exteriors, Entrepreneurs have an uncanny ability to discern other people’s thoughts and motives, noticing even the slightest change in someone’s facial expressions or behaviors. This trait helps them “read” other people, establishing new connections and relationships with ease. This ability doesn’t necessarily reflect a strong emotional intelligence. It’s generally more utilitarian than it is empathetic. These types don’t hesitate to speak their minds, and may loudly point out secrets or changes that other people don’t want broadcast – anything from an extra five pounds or a missing wedding ring.

This bluntness typifies Entrepreneurs’ communication style. Although it can spice up a conversation, their sharp humor and extreme candor can hurt or offend more sensitive types. Between their directness and their reliance on facts and logic rather than emotions, Entrepreneurs may inadvertently upset others. In their balanced friendships and romantic relationships, Entrepreneurs temper their frankness with consideration of others’ feelings – even though this emotional awareness may not come easily to them.

On the romance front, Entrepreneurs are enthusiastic and unpredictable – two traits that can make them irresistible. They tend to sweep their partners off their feet, introducing them to new experiences and pleasures. However, commitment doesn’t come easily to this type. Entrepreneurs may bounce from relationship to relationship in an unbalanced manner, craving novelty and stimulation. They may expect their partners to keep up with their high-flying, adrenaline-seeking pace, which is a tall order for most other personality types. To establish true intimacy and cultivate longstanding relationships, Entrepreneurs must take advantage of their innate adaptability and curiosity, finding new delights in their everyday lives with their lovers.

Fortunately, Entrepreneurs bring many strengths to their relationships. They invigorate their partners, make their friends feel alive, and – if they become parents – teach their children just how fascinating the world can be.

Academic and Professional Development

Entrepreneurs are likely to be bored by theories and abstractions, which can cause them to underperform in traditional academic settings. This may affect their self-esteem, particularly regarding their intelligence. Fortunately, most Entrepreneurs discover and harness their unique gifts by adolescence. When they find activities and

pursuits that excite them – whether it’s sports or wilderness first aid – these types unleash their energy and passion, growing into their full potential.

A common mantra for Entrepreneurs is *act first, ask questions later*. This aversion to planning can prove problematic in the workplace or the classroom, particularly with complex, long-term projects. That said, people with this personality type don’t mind stepping back and fixing their mistakes when necessary. Unsurprisingly, Entrepreneurs have little patience for routine tasks or administrative planning, and they’re likely to seek situations where they can avoid or delegate these responsibilities.

Whatever their stage of academic or professional development, pursuits that leverage their strengths are a big draw for Entrepreneurs. These activities might involve competition or physical risk, but they probably require bold improvisation and intense focus on the present moment – two things that come naturally to people with this personality type. Entrepreneurs do best in self-directed environments, free of rigid rules, hierarchies, and protocols. Given their social intelligence, they may gravitate toward settings that take advantage of their ability to read other people. This skill gives them a leg up in a range of environments, from athletics to sales.

In their careers, many people with the Entrepreneur personality type find themselves drawn to emergency response, such as law enforcement, transport medicine, or disaster management. In addition, their easy popularity and networking skills help them climb the ladder in areas such as sales and marketing. Once they move past rigid academic environments, most of these enterprising people find that their observational skills, passionate energy, and quick thinking are invaluable in a range of settings.

On That Note...

In this section, we’ve explored what sets apart people with the Entrepreneur personality type. But a brief introduction can’t do justice to the full scope of Entrepreneurs’ strengths and gifts, let alone how they can counterbalance their weaknesses. In the following chapters, we’ll investigate these areas further, highlighting unexpected insights as well as suggestions and resources for improvement. Understanding one’s personality type is valuable, and we hope that this information proves useful.

Personal Growth



Personal growth isn't the one-size-fits-all affair that some self-help books would have readers believe. For Entrepreneurs, personal growth is always about balancing spontaneity with responsibility, independence with intimacy, and desire for novelty with an appreciation for things as they are. The goal is never about changing individual Entrepreneurs' essential characteristics but about them expanding to acquire a greater array of tools that allow them to operate beyond just their trait-based impulses alone. Personal growth is always about defying the boundaries of one's comfort zone while simultaneously not losing one's true self.

For Entrepreneurs to grow, they must first develop self-awareness, assessing themselves and their behaviors. Are these behaviors pleasant in the moment but harmful in the long run? Entrepreneurs should then ask themselves what they want from life, both now and in the future. This thinking need not box them into rigid plans which can be uncomfortable for them. Considering the future can open new and more fulfilling possibilities. The final step of growth involves replacing unhealthy behaviors with new behaviors that bring Entrepreneurs closer to what they want in life.

However, not all growth is the product of deliberate effort. Sometimes it emerges gently from the subtle shifts caused by age and maturity, and sometimes life harshly demands growth through hard times and crises. No matter the method, as the saying goes, “You’re either getting better, or you’re getting worse. There is no staying the same.”

Motivation and Development

Entrepreneurs can consider personal growth in three closely related, but distinct, areas that relate to internally developing self-regard:

- **Self-esteem** speaks to how much Entrepreneurs like themselves. Accepting both their flaws and strengths creates a base of internal appreciation that enables change motivated by desire instead of shame.
- **Self-respect** speaks to their sense of worth. People with this personality type value rational logic, and when they live their beliefs and values, a balanced sense of pride in who they are follows.
- **Self-confidence** is the energy source that moves Entrepreneurs forward in life. When belief in their abilities is confirmed using their skills, Entrepreneurs are driven to make steady progress.

If these three core aspects are properly balanced, they can promote a successful and fulfilling life. Should elements become unbalanced, however, they become a source of overwhelming difficulty. For example, when Entrepreneurs feel a lack of self-confidence, they might behave in certain ways to boost their confidence. Problems arise, however, when they overcompensate to do so and consequently throw their lives out of balance.

Moving Forward

In the following sections, we'll first examine Entrepreneurs' characteristics in their ideal, balanced, and fully developed form. Using these motivational aspects in balanced ways helps Entrepreneurs lead fulfilling, productive, and happy lives.

Next, we'll describe the tendencies that emerge if these aspects become unbalanced. These represent departures from healthy, productive motivational strategies and explain adverse effects Entrepreneurs experience when they disconnect from their true selves.

Finally, we'll discuss what can be done to improve balance in each of the motivational aspects.

Self-Esteem

It's common for rational people to struggle to reconcile their emotions with their intellect, which Entrepreneurs often apply to their mastery of skills. Those who maintain harmony between the two create strong foundations in their lives that bring stability and satisfaction. The conflict between their drive and the rest of their lives can inhibit happiness and dry up inspiration, while a sense that they've balanced the two allows good things to happen. Entrepreneurs must decide how to satisfy their self-esteem fueled drive while appreciating the other parts of their lives.

Balanced Self-Esteem

For Entrepreneurs, a sense of competence and mastery enhances their sense of self-esteem. In endeavors that matter to them, these individuals aim to constantly hone their skills, innovate, and improve. Unwilling to settle for the status quo, they feel

driven to experiment thanks to their natural curiosity, their extraordinary perception, and their creative edge. This willingness to try new things and push past old limits naturally leads to mastery of a skill or a situation.

Entrepreneurs always want to improve, but they also appreciate how far they've come. Although they love "impossible" challenges, they accept that not every experiment can work out. They recognize their strengths and their weaknesses, and neither self-adulation nor self-criticism hinders their doing a good job.

Unbalanced Self-Esteem

When their self-esteem is unbalanced, Entrepreneurs are likely to believe that dominating their field can restore their self-worth. They may sacrifice important aspects of their life – such as their relationships – in pursuit of mastery. Alas, pursuing perfection is never-ending, and external accomplishments aren't a stable foundation for self-esteem.

When Entrepreneurs focus almost exclusively on their area of expertise, it might delight their employers, teachers, or coaches. This intense, narrow focus can cause collateral damage in other areas, however. Sometimes Entrepreneurs must choose between pursuing their goals and caring for others' needs. When this happens, some choose their goals over their relationships.

It's important to note that Entrepreneurs don't do this because they dislike people. However, because they don't want to be distracted from their work during these times, Entrepreneurs can sideline other people's needs, whether it means canceling a call with a friend who's having a hard time or not taking the kids to soccer practice. In extreme cases, Entrepreneurs might achieve mastery but alienate their spouses, friends, and family.

Rebalancing Self-Esteem

When the quest for mastery becomes an obsession, Entrepreneurs must step back and see the bigger picture – specifically, what areas of their lives they're neglecting. To do so, they can look to their calendars for clues on how they spend their time. Specifically, Entrepreneurs should note how much time they devote per week to each of these areas: work or school, family, friends, self-care, sleep, hobbies, and downtime.

Once they see this breakdown, Entrepreneurs can ask themselves whether the way they spend their time reflects their values. Are they shortchanging their health or their relationships? How can they redistribute their time and attention to move toward an ideal schedule?

As they change their lives, Entrepreneurs can take heart by reminding themselves that self-esteem built on a single area of accomplishment isn't sustainable in the long run. By focusing on competence and growth rather than perfection, Entrepreneurs can leave room in their lives for the other things that matter.

Self-Respect

For Entrepreneurs, self-respect comes from their ability to think on their feet and solve problems on almost an improvisational level. Their self-respect doesn't involve deep deliberation. They prefer the action encompassed in assessing a situation and providing a hands-on solution. It doesn't matter which discipline they master – the dynamic is the same. They like to think of themselves as individuals who can manipulate the different parts of their specialties to provide results.

Balanced Self-Respect

Predictability and stability bring no sense of fulfillment to Entrepreneurs. Instead, these individuals like themselves best when they see themselves as flexible and able to deal skillfully with the unexpected. People with this personality type assess themselves by how well they solve problems. In striving for self-respect, Entrepreneurs hone and exercise their skill at handling sudden predicaments.

While most personality types want stability, Entrepreneurs find no satisfaction in metaphorical “solid ground.” They want to navigate choppy waters, taking pride in their ability to steer through even the toughest storms. Entrepreneurs’ ability to think on their feet is the one trait they like best about themselves. When they’re able to tackle time-critical situations, people with this personality type recognize the gifts and strengths they bring to the world.

Unbalanced Self-Respect

To enhance their self-respect, some Entrepreneurs may take on needless risks, seeking out crises, emergencies, or even dangerous circumstances to prove their value. The people in their lives – including partners, friends, and coworkers – are often alarmed by this unbalanced desire to seek out problems and precarious situations. They may see these Entrepreneurs as careless, unstable, undependable, or even dangerous.

Entrepreneurs with such an unbalanced approach tend to tune out other people’s guidance – even advice from those they trust – when they find themselves “on a mission.” Think of Don Draper on the television series *Mad Men* and the unpopular, bold risks he took to solve problems at his ad agency. These maneuvers are generally single-minded, ignoring other people’s needs, feelings, and preferences.

Entrepreneurs whose self-respect is fueled by adrenaline and risk may inadvertently hurt or push away the people they love.

Rebalancing Self-Respect

To rebalance their self-respect, Entrepreneurs can write out a list of things they like about themselves. This should include several other traits besides their ability to solve problems on the fly. Do they appreciate their curiosity? The way they introduce friends and loved ones to exciting new experiences? Their ability to find joy in travel, exploration, or stimulating conversation?

Entrepreneurs have *many* strengths. By learning to appreciate themselves for everything they are, they won't need to seek precarious circumstances – or ignore other people's needs – to feel genuine self-respect.

Self-Confidence

Many credit German writer and statesman Goethe with saying, "Boldness has genius, power and magic in it. Begin it now." This quote is music to the ears of Entrepreneurs. A sense of boldness gives them the confidence and energy they need to move forward in life.

Balanced Self-Confidence

Entrepreneurs tend to have little regard for traditional standards or rules, which are too confining for their creative imaginations. Spontaneous experiments and explorations energize people with this personality type, who always want to find the "next new thing." Where other people dread change, Entrepreneurs typically embrace it.

Unbalanced Self-Confidence

We admire boldness in our culture, and our typical hero is likely to be bold and act in bigger-than-life ways. Entrepreneurs can take this too far, making unbalanced, audacious, and dramatic decisions whether or not the situation calls for them. These Entrepreneurs may rashly disregard plans, agreements, or even good sense. Every now and then this recklessness may pay off, inflating their self-esteem, but at other times the results are disastrous.

When Entrepreneurs make unfounded decisions that affect other people, they risk disconnecting themselves from their colleagues, their social network, and their loved ones. If they don't balance their actions with common sense and consideration of other people's needs, then the people around them may just shake their heads at what they only see as erratic behavior.

Rebalancing Self-Confidence

Mission statements have become a staple for goal setting and self-improvement – for a good reason. These statements help people and organizations identify what matters to them and how they can act in alignment with these values. Entrepreneurs might not love long-term planning, but mission statements can help them recognize and explore the possibilities available to them – something they find intensely gratifying. In addition, when they recognize their core values, they're less likely to sacrifice them for adrenaline highs, erratic decisions, or confidence boosts.

To identify their values and priorities, Entrepreneurs should ask themselves these questions:

- “If I had one day left to live, what would I do?”
- “If I had one year left to live, what would I do?”

- “If I had unlimited financial resources, how would I use them to make a difference in the world?”
- “What would an ideal romantic relationship look like to me? How about an ideal social life? An ideal family life?”

Once they’ve answered these questions, they can organize their insights into personal mission statements, which can serve as types of treasure maps in their pursuit of the lives they want.

Pursuing Personal Growth

Entrepreneurs embody a curious paradox. Gregarious and charismatic, they draw people to them. At parties, people flock around them, trying to edge in on their conversations – which are, more likely than not, fascinating. Romantic partners may fall head over heels for Entrepreneurs, attracted to their adventurous, passionate spirits. These influences can come with some pitfalls, however. Although Entrepreneurs are logical and utilitarian, they must balance their persuasive powers with consideration of others’ feelings.

Another area where Entrepreneurs may struggle is planning and consistency. Spontaneous to the point of thrill seeking, these individuals like to live in the moment and leave their options open. This mindset can create problems, however, preventing them from reaching their full potential in their careers, their relationships, and their daily lives.

Let’s explore these areas further and consider how Entrepreneurs can make use of their strengths while counterbalancing their weaknesses.

Interpersonal Effectiveness

Balanced Interpersonal Effectiveness

Outsiders may think that Entrepreneurs are very empathic and sensitive. In reality, they're using their observation and improvisation skills, instinctively knowing how they should react to what other people say or do. This usually leads to their becoming quite popular in many professional and personal circles.

Entrepreneurs can leverage their interpersonal strengths in balanced ways and approach all their relationships – whether they're intimate relationships or business partnerships – with integrity. By cultivating balanced awareness of other people's needs, feelings, and desires, Entrepreneurs can pursue their own interests without steamrolling over the people in their lives.

Unbalanced Interpersonal Effectiveness

If they wish, Entrepreneurs can exploit other people's weaknesses, manipulating or convincing them to do things that go against their best interests. They're likely to have the potential to become outstanding innovators or brilliant con artists. It's up to them to decide where to draw the line.

Used to getting what they want through subtle manipulation, some Entrepreneurs may exploit people, casting aside any scruples or consideration of others. Deeply utilitarian at heart, these individuals worry little about external rules or guidelines. They may take this an unbalanced step further, advancing their own self-interest through selfish or even antisocial activities.

These manipulations can take on more subtle manifestations. Entrepreneurs have a sensation-seeking personality, and they cherish variety and unpredictability. They

may engineer dramas in unbalanced ways, convincing other people to perform inadvisable acts just for the excitement. For example, they might persuade friends to commit misdemeanors or colleagues to say something inflammatory to their bosses. When acting in an unbalanced manner, Entrepreneurs have only a superficial appreciation or awareness of other's feelings, so they have few qualms about using people for their benefit.

Rebalancing Interpersonal Effectiveness

Entrepreneurs can honor their integrity and deepen their relationships by developing their emotional intelligence. This doesn't come easily to them, even though their Extraversion and their observational skills help them enjoy sociable, well connected lives. Beneath the surface, Entrepreneurs may have significant difficulties expressing how they feel and recognizing other people's emotions – something that proves limiting in their close relationships. If such skills are left underdeveloped, their friends and partners are likely to feel as if something is missing.

Because Entrepreneurs can infer so much about people through their interactions, it might not occur to them that the simplest way to discover how someone feels is to ask. With reflection, Entrepreneurs might realize that they're viewing the people in their lives as pawns to be influenced or managed. In these situations, these individuals would do well to ask these questions:

- “What are you feeling or thinking right now?”
- “What do you need from me?”
- “How can we proceed in a way that is good for both of us?”

Once Entrepreneurs hear the answers to these questions, they can use the resulting insights to channel their interpersonal abilities in positive directions, striving toward mutual benefit rather than personal gain.

Planning

Balanced Planning

Entrepreneurs, with their nerves of steel, epitomize grace under pressure and can often save themselves through their highly developed observation skills and willingness to do everything and anything to achieve their goals. Some of their favorite memories may involve close scrapes or unexpected adventures.

However, Entrepreneurs at their best recognize that true freedom requires planning – whether this means setting up a retirement account, seeing the doctor for a physical, or getting routine maintenance for a car. The adventures they crave rarely entail going broke, getting sick, or waiting on the side of the road for a tow truck. By doing enough planning to get by, Entrepreneurs leave room in their lives for the experiences that matter to them.

Unbalanced Planning

Alas, even Entrepreneurs sometimes run out of luck. Those who approach their lives in an unbalanced manner may be spontaneous to the point of carelessness, unwilling to make or stick to plans. It's true that optimism enables these types to notice and take advantage of various opportunities, but they may take this too far. Prioritizing quick action over research or analysis, they may make unbalanced snap decisions and hope for the best.

In their professional lives, this leaves Entrepreneurs vulnerable to critics, who might emphasize mistakes they've made or matters they have left unattended. In their unbalanced private lives, Entrepreneurs may neglect longer-term endeavors, such as financial planning, home maintenance, or even managing their health.

Rebalancing Planning

Let's face it: Entrepreneurs aren't likely to stick to complicated action plans or spend hours each day maintaining their calendars. Instead, they can incorporate planning into their lives by recruiting friends, colleagues, and professionals with expertise in such relevant areas. For example, Entrepreneurs might ask meticulous coworkers to collaborate on projects, hire accountants or financial planners to ensure they manage their finances, or ask savvy friends to help them identify what improvements they must make to their homes. By getting assistance with planning, Entrepreneurs can save time and energy to focus on their true strengths.

Making Good Use of Entrepreneur Traits

Entrepreneurs have many gifts and talents, particularly their spontaneity and adaptability. They may find themselves with too much of a good thing, however. Let's investigate how Entrepreneurs can use their strengths – and avoid being used by them.

Spontaneity

Balanced Spontaneity

Entrepreneurs' most impressive trait is their ability to "think on their feet" – people with this personality type can make snap decisions, staying cool in stressful situations. They're excellent troubleshooters, especially where there's a need to act quickly and ignore the established procedures. Entrepreneurs are fiercely utilitarian, willing to do what it takes to get the job done, even if it means breaking with existing traditions or dismissing people who disapprove of their sometimes-renegade action.

If the circumstances are right, people with this personality type shouldn't be reluctant to embrace their spontaneity, which enables them to notice and seize opportunities that other personality types might miss. Entrepreneurs are well equipped to make the most of difficult situations, dealing with unexpected challenges and succeeding with scarce resources. This enables them to excel in unfavorable environments, knowing exactly how far the limits can be pushed, what tactics can be pursued, and which resources can be utilized.

Unbalanced Spontaneity

In their younger years, Entrepreneurs' spontaneity may have been discouraged by authority figures who told them to be methodical, honor tradition, and follow well-established paths. This is most likely to occur in such highly structured environments as schools or public institutions. Young Entrepreneurs may often feel as if their strengths are undervalued and may even repress their spontaneity and desire for excitement.

When Entrepreneurs discover the value of their spontaneity, they may go overboard and take it to the extreme, refusing to commit to a course of action even when necessary. They may move on from jobs and abandon half-finished projects in an unbalanced manner whenever fresh challenges present themselves. This roving approach can even extend to their personal lives, with Entrepreneurs refusing to assure their loved ones of their constancy. To justify this unbalanced lack of commitment, they might argue that life is unpredictable, and they want to live in the moment.

This unbalanced attitude fails to take other people's needs into account. Romantic partners, family members, and even friends may pull away or become hurt if they feel they can't depend on Entrepreneurs to be there for them. Unless these types recognize the validity of other people's needs – including reassurance, devotion, and loyalty – they won't be able to enjoy strong, lasting relationships.

Rebalancing Spontaneity

Flexibility and adaptability are among Entrepreneurs' greatest strengths, and people with this personality type should seek careers, academic paths, and hobbies that leverage their abilities in these areas. When their personal lives are balanced, however, Entrepreneurs pay attention to other people's needs and expectations, including the need for commitment when appropriate.

To rebalance their spontaneity with demonstrations of loyalty to the people who matter, Entrepreneurs can make a list of their most important relationships, including friends, family members, and romantic partners. With this list in mind, they can use their flexibility to their advantage, looking for spontaneous ways to demonstrate affection, care, and support for these people. For example, they might take their partners on spur-of-the-moment weekend trips, swing by to visit friends

with takeout from a new restaurant, or pull off the road and pick wildflowers for their children. These unexpected gestures can reassure people of Entrepreneurs' care and support.

Conclusion

Entrepreneurs find acting in ways that bring about effective and immediate results gives them meaning and purpose, and they always seek to develop on that level. They hone their very lives to be fine and effective tools. Such refinement of themselves, as craftspeople in all senses of the word, is their medium of preferred growth. It's the easy way for them to grow.

The harder way that Entrepreneurs can grow involves stopping long enough to thoughtfully plan and create consistency in their lives. It's taking the time to see how other people are doing during their flurry of activity. This can bring them more satisfaction. Most people need others to comfortably fit into their lives – and there's happiness for Entrepreneurs who figure out how to do this well.

There are classes everywhere called "life skills classes," verifying what everyone already knows. Life is a skill. It involves skill building. It's something to tinker with. It's something to polish. Developing a life and attaining personal growth fits the Entrepreneurs' foundational skillset perfectly.

Romantic Relationships



Entrepreneurs tend to be enthusiastic, often unpredictable individuals who know how to enjoy the present moment and have fun regardless of what they're doing – this applies to their relationships as well. People with this personality type are very good at improvisation, and this trait is usually clearly visible, especially when Entrepreneurs are still dating. Whatever happens, their partners can never complain that their relationships were boring.

Dating and Single Entrepreneurs

Entrepreneurs enjoy practical, fun activities and encourage their partners to explore them as well. It's very unlikely that someone with this personality type enjoys long conversations revolving around philosophical topics – rather, they'll come up with yet another little hobby or an interesting idea. However, every stick has two ends and the Entrepreneurs' need for excitement can also endanger the stability of their relationships. If they get bored, they're prone to seek other sources of excitement – and this may result in them looking for new partners. As Entrepreneurs also tend to be very charming and popular, this is rarely a daunting task for them.

This doesn't mean that all Entrepreneurs are unfaithful in romantic relationships. While they're more likely to engage in risky behavior than most other personality types, they're also rational thinkers, able to control such urges if they so choose. Besides the thirst for excitement they're known for, people with this personality type also dislike long-term planning and prefer dealing with things as they come, taking everything day by day. This attitude permeates their relationships as well – they simply reevaluate their commitments daily and adjust their behavior accordingly.

Entrepreneurs are very perceptive and able to notice even the slightest change in their partners' moods or behaviors. Even though they aren't very sensitive or emotional, this impressive perceptiveness makes it easier for Entrepreneurs to recognize their beloveds' needs and desires. And, since Entrepreneurs always know how to surprise their partners, their unpredictability and curiosity are likely to keep the romantic flames burning – if they're willing to put in the effort.

Entrepreneurs in the Bedroom

From a sexual perspective, Entrepreneurs tend to like to have fun and enjoy the physical bond with their partners. People with this personality type also tend to be very sensual and willing to experiment. They usually find it easy to separate sex and love, which can also cause tension in their relationships. Many other personality types see intimacy as one of the best ways to express their love and expect their Entrepreneur sweethearts to verbalize their feelings or at least express them in non-verbal ways in such situations. In contrast, Entrepreneurs tend to approach intimacy from a purely physical perspective.

Potential Role Pairings

Let's now look at the relationship dynamic between different type Roles and see how those combinations work in romantic relationships. Each combination brings different things into romance, sometimes positive and sometimes negative – knowing what to expect can help further down the road. However, everyone is unique, and what's true for one may not be true for another.

Entrepreneur–Analyst Relationships



Both Entrepreneurs and Analysts prefer rationality, and neither is very comfortable in the realm of emotions. This combination can create compatible couples who savor each other's logic, or it can hinder the deepening of their emotional lives, depending on their overall needs and desires. Though in different ways, both types are oriented toward finding solutions, and this enhances this relationship combination.

Balanced Entrepreneur–Analyst Relationships

Analysts are Intuitive Thinkers. When these types begin relationships with Entrepreneurs, who are Observant Prospectors, it can be one of the most challenging, yet potentially most rewarding combinations.

Analysts have heads full of ideas, visions for the future, and complicated systems. They seek and absorb knowledge. There's a constant deconstruction and reconstruction of ideas on a higher order going on all the time with Analysts.

Entrepreneurs live fully in the present. They're curious about everything – except long-winded conversations based on abstractions and ideas. Always looking for what's new and exciting, they often seek challenges of a material and physical nature they can master or conquer, such as a musical instrument or a craft. However, both types enjoy solving things: for Analysts, it's theoretical puzzles, and for Entrepreneurs, it's finding solutions to real and immediate problems.

So, what happens when Entrepreneurs and Analysts get together on dates? Starting from an optimistic place, Analysts might impress Entrepreneurs with their theories for a while if they can connect them to something practical. Technically-oriented Analysts who are talking about writing computer code, for example, may excite Entrepreneurs who typically appreciate tools and devices. Analysts, on the other hand, may enjoy Entrepreneurs' spontaneity and the practical perspective they bring to conversations.

Should Analysts and Entrepreneurs become serious and commit to each other, each type might appreciate the other's lack of concern for social convention. There won't be as much pressure as there might be with Sentinels. They can go through life together nearly oblivious to social expectations if they so choose. They may also appreciate the breathing room likely to be granted by their partners. Analysts can seem almost entirely detached from their home lives when in the middle of a project. This could work out well for Entrepreneurs, as it gives them ample time to discover more about their world in their way. Nobody is likely to accuse pairs made up of these types of smothering each other.

Unbalanced Entrepreneur–Analyst Relationships

Sometimes the schism between the Intuitive and Observant traits is too great to bridge, and these romantic partners may spend time wondering what they're doing wrong, why their significant others seem to misunderstand them all the time, and why they just don't listen.

While Entrepreneurs aren't exceedingly sensitive to others' opinions, Analysts should always be aware they can strike others as being condescending. Analysts can easily convey to Entrepreneurs that their work or contribution to the world may not be as "deep" and, therefore, not as important. This may come across in subtle ways, but it also wouldn't be too far-fetched to imagine Analysts announcing it out loud. Coming across as superior can cause a lot of hurt in relationships, and Analysts must learn to take care of their lovers' feelings.

Analysts may also be attracted to Entrepreneurs' looser, fun-loving nature and see this characteristic as something that could balance their own more serious lives. Too much spontaneity, however, may color Entrepreneurs as too frivolous in their Analyst partners' eyes.

Entrepreneurs may become impatient with Analysts' constant hunger for more knowledge and their need to theorize about everything. Entrepreneurs might look at their partners as stodgy or out-of-touch with anything the least bit interesting. Should Analysts go on too long and slip into the theoretical, as they often do, they may quickly lose their Entrepreneur love interests.

Finally, small details aren't likely to interest Analysts, nor are they usually involved with a lot that's hands-on and mundane. This may leave Entrepreneurs to deal with such matters in their shared household in their somewhat casual fashion. While it

may sound like a small issue, things like this can take on exaggerated importance when the clothes are piled high in the middle of the bedroom floor.

Rebalancing Entrepreneur–Analyst Relationships

Luckily, all isn't lost for Entrepreneur–Analyst lovers. Both types can acknowledge their differences and turn them into strengths that neutralize each other's weaknesses.

Let's begin with taking a deeper look at Analysts' seeming lack of emotion. While Analysts may appear at times as if they're without feelings, the truth is they often feel quite deeply. They just don't necessarily feel comfortable expressing their emotions. Entrepreneurs may learn in time that it's just as possible to hurt their Analyst partners' feelings as it is anyone else's. Analysts need to come out of their cloud of concepts occasionally, and there's no better way than being invited to play in their Entrepreneur lovers' playgrounds of discovery. So, rather than becoming irritated at what they perceive as Analysts' stodginess, Entrepreneurs can encourage Analyst partners to come along on their adventures and to learn to appreciate their perspectives as well.

To build better balance into these relationships, Entrepreneurs can try to:

- Bring them into their world – occasionally. Entrepreneurs might want to invite their Analyst partners, who typically overthink everything, to try experiences that involve a more hands-on and spontaneous approach, such as introducing them to an artisan craft or a physical skill like rock climbing or dancing. Physical intimacy is a great way to lure Analysts away from their preoccupations. However, such calls to action should be done in moderation. “Fixing” Analysts to make them more like themselves may be tempting for

Entrepreneurs, but there's nothing to fix. They are who they are. But occasional excursions into each other's worlds may help build balance into these relationships.

- Save spontaneity for the right time. Entrepreneurs can remember that Analyst partners don't share their love for the present moment; in fact, their constant spontaneity may exhaust Analysts. Entrepreneurs can prioritize and store their spontaneous impulses for use later if necessary. They may want to occasionally make it a priority to skip a beat so that Analysts they love have the room they need to deliberate without the distraction of the Entrepreneurs' constant busyness. "There's no reason to do this right now. Let's think about it for a bit," may be all Analysts need to hear occasionally from Entrepreneurs to feel more at home in various situations. Look for opportunities to indulge their preferences.
- Set some ground rules about communication. This should be easy for two such problem-solving types. Neither type is particularly sensitive to feelings, so a communication construct that, for lack of a better word, "artificially" protects feelings may be helpful. For example, they can take an inventory of communication that feels hurtful or demeaning. From that list, decide what's out of bounds, what isn't, and why. Rules, such as using "I feel" statements to take responsibility and avoid directly placing blame, can be helpful. ("When you do that... I feel...") These sorts of rules not only cue their partners that they're entering hurtful territory but also deliberately identify when something touches an emotion. In this way, they can also help each other access their feelings more.

Both Analysts and Entrepreneurs can benefit from taking the time to understand each other's personality types. These types can suspend judgment and consider that

both styles are legitimate – one approach isn't better than the other. Accepting that each type serves a purpose in their relationships can help them to appreciate each other's differences – and, most importantly, help both Analysts and Entrepreneurs resist the temptation to try to change each other.

Entrepreneur-Diplomat Relationships



Thinking and Feeling types make decisions in markedly different ways. Throw in the Observant and Intuitive trait differences, and Entrepreneur-Diplomat relationships are potential messes – or glorious examples of when two very different people come together and create something wonderful. They have so much to offer each other. Entrepreneurs add their bias toward practical action, and Diplomats add a deliberate humanistic and visionary counterbalance. When they go beyond tolerating each other's differences to valuing them, great things are likely to happen for these couples.

Balanced Entrepreneur-Diplomat Relationships

Diplomats are Intuitive Feelers with a huge emphasis on Feeling, which is why this pairing can be difficult for Entrepreneurs (Observant, Thinking) who champion

practicality over emotion. However, when differences are accommodated, Entrepreneur-Diplomat love affairs can be dynamic.

Diplomats have heads full of creative ideas and dreams, and they see things through their human values lens. They approach other people with an eye for bringing out their potential and strive to find opportunities for both individual and community growth. They're also romantic and sometimes idealize their relationships, placing the objects of their affection on pedestals.

Entrepreneurs live fully in the present. They're always looking for what is new and exciting. Rather than focus on people, as their Diplomat partners do, the human factor can come in second for Entrepreneurs when they have a problem to solve or a skill to master. It's not that they're amoral or that they don't care about people. People usually fascinate them in an objective sort of way – but tinkering with the tasks and problems before them fascinates Entrepreneurs even more.

When dating, Entrepreneurs' free spirit and enthusiasm for living in the moment may enthrall Diplomats, who may project romantic qualities onto these clever "bohemians," fascinated by their desire for freedom and novelty and their virtuosity in their chosen interests.

Similarly, Entrepreneurs may, at first, be curious about the almost mystical essence that surrounds Diplomats, and their approach to life that feels foreign to this earthbound type. When these two types date, it can be an exciting time full of energy and anticipation. Entrepreneurs are playful and enjoy novelty. Diplomats have a fondness for metaphors and symbolism. This combination almost makes these couples perfect candidates for role-playing in the bedroom.

Unbalanced Entrepreneur-Diplomat Relationships

Perhaps the biggest issue for this type combination is that Diplomats may see Entrepreneurs' behaviors as cold-hearted and shallow at times, while Entrepreneurs may view Diplomats as too soft and unrealistic. In time, these lovers could revert to their core preferences. Entrepreneurs are likely to complain that their partners are too emotional or irrational, and Diplomats tend to respond that Entrepreneurs are cold and heartless.

Diplomats may try unsuccessfully to help reluctant Entrepreneur sweethearts go deeper into themselves to discover greater potential. They may grow tired of what they see as their lovers' superficial need for novelty and good times. Entrepreneurs, meanwhile, may find Diplomats' fuzzy world of ideas and feelings annoying and try to bring them down to earth. Diplomats' tendency to live inside their heads may become a major turn-off for their experience-oriented Entrepreneur partners. And, just like that, the exciting and interesting may become a source of frustration and resentment for both types.

These two hold very different values, and this even translates to the bedroom. Entrepreneurs can hold little attachment when it comes to sex, while Diplomats may consider it a spiritual experience. This can lead to pain, as Diplomats expect some sort of metaphysical connection between them, and Entrepreneurs who just want their romance to be light-hearted and fun may find it easy to leave once they sense Diplomats are taking things too seriously.

With less serious relationships, Entrepreneurs would rather flee than try to fix problems. However, when deeply committed relationships are in danger, both personality types must come together to decide if their romance, despite all its differences and foreign aspects, is worth fighting for.

Rebalancing Entrepreneur–Diplomat Relationships

With all romantic relationships, it's recommended that partners take the time to learn about each other, and this goes doubly so for Entrepreneur–Diplomat relationships. These couples can thrive if they choose to practice acceptance and flexibility. However, they first need to work hard to find common ground and allow themselves to embrace and understand each other's differences.

For Diplomats, it's pertinent to understand that though Entrepreneurs have the Thinking trait, it doesn't mean that they're unemotional. Both Thinkers and Feelers are capable of profound emotions – however, Thinkers tend to hide those feelings from the outside world. They want to stay in control and not lose their heads regardless of the circumstances. This creates their aura of indifference.

Likewise, Entrepreneurs should realize the dominance of the Feeling trait doesn't mean that their Diplomat sweethearts are irrational – they're simply using a different set of criteria, putting harmony and sensitivity above cold, hard facts. Feelers tend to show their emotions quite clearly, as opposed to containing them as Thinkers do. However, their decision process may still be rational.

Both these perspectives are valid, and this is one of the most important lessons for those in Entrepreneur–Diplomat relationships. If both types of partners are tolerant and open-minded, Thinker–Feeler relationships like theirs can be very inspiring and successful, with Entrepreneurs making fact-based decisions and Diplomats bringing warmth and harmony into their romance.

More than just accepting each other's emotional outlook, here are things that Entrepreneurs can do to improve their relationships.

- Be tolerant. Remember that Diplomats may not prioritize facts as much as Entrepreneurs do – they’re likely to prioritize harmony, values, and morals instead. It’s not a wrong decision-making method, just a different one.
- Be careful with criticism. Feelers like Diplomats are often vulnerable to criticism, and Thinkers like Entrepreneurs are sometimes excessively blunt, so be careful when pointing something out and try to do it in a calm, non-confrontational manner. It’s okay to be honest, but honesty works just as well with a shot of kindness and gentleness most of the time. And remember, if a line is crossed occasionally and damage is done, a sincere apology is a good place to start repairing hurt feelings.
- Slow down occasionally. Remember that Diplomats don’t share Entrepreneurs’ love for the present moment. Entrepreneurs’ bias toward action may exhaust these visionaries, who tend to prefer to stop to consider the consequences before acting, and then take some time to reflect afterward. Understanding this difference and honoring it adequately can make Diplomats feel more comfortable in their romances with Entrepreneurs.
- Learn what’s important to Diplomats. Entrepreneurs’ pragmatic, *laissez-faire* attitudes toward life may often clash with their Diplomat partners’ deeply-held values. Adopting an “ends justify the means” approach in morally ambiguous situations may make their lovers very uncomfortable. They should be aware of that and try to find the middle ground between utilitarianism and idealism. Remember how important their values are to Diplomats. In relationships with them, these things aren’t to be trifled with.

Entrepreneurs’ traits are the opposite of the Diplomats’ core traits. However, this doesn’t mean they can’t fall in love and share their lives with one another. Tapping into the powerful perspectives of empathy and justice Diplomats bring can help

Entrepreneurs add those elements to their crafts and solutions. Diplomats who embrace Entrepreneurs as partners are likely to experience new practical energy in their lives that may bring them closer to realizing their dreams. There is, beyond a doubt, much potential for great romance when these types become couples.

Entrepreneur-Sentinel Relationships



While Sentinels and Entrepreneurs might share many of the same preferences, their contrasting Prospecting and Judging traits are likely to make all the difference. Like the small rudder on a large ship decides its direction, these tendencies turn Sentinels right and Entrepreneurs left.

Starting with what they have in common, both types enjoy practicality that comes with living in the “here and now.” In their shared love affairs, they don’t have to put up with all the theories and abstractions that they might with Analysts or Diplomats. Each likes to live in a practical, real world where they manipulate material things. In sharing this focus, they speak the same down-to-earth language.

Balanced Entrepreneur-Sentinel Relationships

Sentinels are Judging individuals and enjoy planning and committing to things as opposed to keeping their options open. Entrepreneurs, on the other hand, like to

keep things free and easy, and they're always looking for alternatives and opportunities. Relationships between Judging individuals and Prospecting individuals may often be rocky and challenging, but there's a lot of potential for strong and dynamic romance once these two types put in the time to learn about each other.

Sentinels and Entrepreneurs are likely to find common ground in their Observant trait. Both are likely to prefer relying on their senses over introspection – they'll spend more time keeping their feet on the ground instead of exploring the world of ideas.

Relationships between two Observant types are usually very straightforward, practical, and fun – these partners are usually able to handle practical tasks very well, focusing exclusively on real and tangible things. Their pragmatism, down-to-earth attitude, and a "Let's just do it!" approach are likely to be a great driving force in their shared relationships.

Sexually, both Role types have a no-nonsense approach to sex and see it as something very physical. Sex stays in the realm of the senses with these lovers and won't be laden with "deeper meaning" as with Diplomats.

For Entrepreneur–Sentinel couples, steady relationships are likely to come more easily than other pairings. They complement each other and provide a perfect yin to the other's yang. When Entrepreneurs mature and see the value of settling down, they often gravitate toward Sentinels who settle rather naturally and enthusiastically. Even Entrepreneurs understand that stability has its place in life and may look to Sentinels to provide more of it in theirs.

Sentinels find partners they can nurture and care for in Entrepreneurs. And even Sentinels crave a little excitement in their lives if it's not too disruptive. It should also

be mentioned that Sentinels and Explorers make up most of the population. Statistically, they're more likely to run into each other in the dating pool.

Observant types form most of the population (75–85%), and many traditions and social norms revolve around their traits. They're unlikely to have difficulties understanding each other or finding things to do. All Observant individuals enjoy things they can see, touch, and feel – therefore, such exciting activities are probably attractive to both these partners, and neither needs to worry about being misunderstood. This is a great advantage both in the dating phase and later in their shared relationships.

Unbalanced Entrepreneur–Sentinel Relationships

The differences most obvious in this type pairing involve decision-making and certainty. True to their name, Entrepreneurs are ever-curious and often reluctant to commit easily if something feels like it's going to be too restrictive. It's all right with them if everything is a little ambiguous. They like to see where things are going, and they navigate the flow of life instinctively and with great enthusiasm.

Sentinels, on the other hand, prefer to know that things are going the way they've determined they should (mostly through tradition and habit.) They prefer certainty with little room for ambiguity and often declare their truths in absolute terms. On a date, Sentinels may say, "Let's go to our favorite restaurant for dinner and then a movie. Here are the movie listings. Let's pick a movie before we go." Entrepreneurs might say, "Let's try that new club downtown. I know nothing about it. I'd love to see what it's like." Should their romance grow into something serious, these differing attitudes can come to be very important. Inflexibility and favoring only one's own way is likely to be detrimental to such relationships.

Another issue is that some Sentinel and Entrepreneur couples' relationships begin to mimic those of parents and children, with Sentinels acting the part of the grown-ups and Entrepreneurs taking the role of rascally children. This can work – until it doesn't. At some point, having all the responsibility of holding the ship steady may cause Sentinels to become resentful, especially if Entrepreneurs don't express appreciation for their efforts. Entrepreneurs, in turn, may come to resent being managed like infants – and may suddenly demand to make their own decisions based on their need for adrenaline and action.

Once Entrepreneurs become the “rebellious children” in their romance, there's a great deal of conflict potential. Sentinels may feel their stability is threatened, and they, in turn, may double down on the aspects of life that make Entrepreneurs feel confined. It can all get very messy if these couples don't understand these situations and work with each other to correct them.

Entrepreneurs' and Sentinels' combined pragmatism and focus on the concrete are very useful in everyday life, but they may have difficulties with imagination, reflection, and growth as individuals and as couples. This doesn't mean that Observant types are unimaginative – quite the contrary, they're often brilliant artists. However, their tendency to rely on the sensory world and undervalue abstract and philosophical thoughts often lead their relationships to stagnant places that lack meaningful dimensions. They may lack a sense of purpose unique to each in their relationship. Each performs in their own style, and yet neither is sure why.

Should one of the partners think too much about it, it can disrupt everything in their relationships they've grown accustomed to. Midlife and similar crises are the product of such disruptions. And, like most Explorers, Entrepreneurs may feel a pull to move

on to something new and different, regardless of which type disrupts the comfortable flow of their relationships.

Rebalancing Entrepreneur–Sentinel Relationships

Entrepreneurs and Sentinels, if they're willing to compromise, can turn their differences into major strengths, covering each type's respective weaknesses. To achieve this, they need to make conscious efforts to meet each other halfway. Entrepreneurs should resist the urge to always seek something new and exciting, even when it's very difficult to stick to the plan or manage all the chores. Meeting their Sentinel partners halfway or more can make a difference in their relationships.

Here are some things Entrepreneurs can do:

- Show appreciation. While Sentinels may not ask for it, they're energized by receiving recognition for what they do. Considering the amount they do to keep things running smoothly, showing them a little appreciation is a small price to pay.
- Help around the house, even when the chores are boring. While precise and diligent with the things that interest them, Entrepreneurs likely have a much higher tolerance for general disorder when compared to their Sentinel partners. To make Sentinels more comfortable, Entrepreneurs can keep a close eye on their housekeeping duties, such as making sure to wash their dirty dishes without having to be asked.
- Be imaginative. Observant couples often focus too much on routines or physical things. Don't be afraid of exploring ideas without knowing whether they're practical or implementable.

- Keep the flame alive. Remember what the attraction was in the first place. This may be essential for Entrepreneurs who are always looking for something different.

Entrepreneurs must understand and fully use the complementary nature of their relationships with Sentinels. By recognizing they voluntarily joined with partners who value structure and stability, they can strive to be aware of the importance of “playing by the rules” within their relationship. They can also show appreciation for all their Sentinel lovers offer them in the diligent and giving ways only Sentinels can.

Entrepreneur-Explorer Relationships



Someone to explore with – at least, that’s what one might assume is the draw when two Explorers fall in love. But even such a match made in heaven can have nooks and crannies that make them less than perfect under the right circumstances. The Observant and Prospecting combination produces much energy and movement that, when multiplied in couples, can be exciting. But doubling these characteristics in romantic relationships can also drain and subject them to impulsive changes. Both partners may need to understand what commitment means to them and be honest with each other.

Balanced Entrepreneur–Explorer Relationships

Old saws would have us believe that “opposites attract,” as though human hearts were magnets. So, what happens when two people within the same personality role group take on romance? What happens when Entrepreneurs and other Explorers meet and fall in love?

Fortunately for those who do, no two people are alike, even if they share the same basic personality traits. There are adaptations and nuances that prevent relationships between Entrepreneurs and other Explorers from being the same as looking into a mirror. Degrees of other traits, such as Introversion and Extraversion, can also come into play. But it can be exhilarating for Entrepreneurs to be with those who are like themselves and share the same typical need for novelty.

When Entrepreneurs and other Explorers come together romantically, the emphasis is more likely on the playful and the exciting. This is perhaps the most mercurial of type Roles when it comes to romance. Explorers are more likely than any other type to play the field before they settle down. They may resist being “tied down” in favor of being stimulated by new partners and conquests. They can be flirtatious and enjoy the hunt as much as the catch. Should Entrepreneurs find themselves in committed relationships with other Explorers, they’re likely to find a level of flexibility not seen among any other paired types.

Also, emotions can run high with this combination – even Explorers with the Thinking trait are highly influenced by their passion. But while Entrepreneur–Explorer couples sometimes engage in heated exchanges, they’re short-lived and probably won’t have much impact on how they respond to each other in the long run. Since life is a constant whirl of changes for them, that fight last night is likely “so yesterday” and something to be shrugged off.

Sexually, Entrepreneur–Explorer lovers may indulge in experimentation and, should things feel too dull in the bedroom, one or both may seek what they regard as more interesting activities elsewhere. Finding ways to spice up their sex lives while staying home may be crucial to their relationships depending on their arrangement. However, these types bring all their senses into play during their more intimate moments, and this can make finding novel approaches to sex easier.

Unbalanced Entrepreneur–Explorer Relationships

The biggest potential problem for Entrepreneur–Explorer couples is burnout. These couples often live the philosophy behind the line of the Neil Young song: “It’s better to burn out than to fade away.” Even the most energetic Entrepreneur–Explorer sweethearts can only bear such intensity for so long before it becomes too much. They may tire of too many risks and too much excitement and need to take measures to create stability and “down-time” within their relationships. Failure of these romances is more likely to come from fatigue and lack of novelty rather than incompatibility. A feeling of constant restlessness can get old, even for the most die-hard Entrepreneurs.

When in love, both these types are likely to orchestrate large romantic gestures and “wow” their partners. However, once their relationships become routine, they also may quietly slink out the back door, never to be heard from again. At some point (usually with age), most Entrepreneurs become more domestically inclined and commit to creating homes and families. However, they don’t necessarily date with such long-term plans in mind. Their decision to settle down may be spontaneous and almost impulsive. Multiply these behaviors by two, and it’s easy to see how romances between Entrepreneurs and other Explorers would be intense – perhaps even the stuff of soap operas.

Both these types tend not to pay so much attention to either the criticisms nor the concerns of others, as they're often immune to both. They base marriage on the "here and now," and the rules and standards within their committed relationships may be lax. While "I do" means something to them, there may always be a feeling that such a commitment is too final and too ironclad for their comfort.

Rebalancing Entrepreneur-Explorer Relationships

However, love affairs between Entrepreneurs and other Explorers don't have to be just about turmoil and uncertainty. There's plenty of opportunity for shared experiences for these seekers of novelty. Exploring common interests in the arts, crafts, and even business can keep such couples connected and in tune with one another. Entrepreneur-Explorer couples can create stimulating social lives filled with interesting people. The trick for their cohesion is to find as many adventures in which they both can join as possible. Such bonding of interests can provide creative stimulation and strong romances that last for lifetimes.

Here are some tips for Entrepreneur-Explorer couples:

- Give partners space. With Entrepreneurs and other Explorers, familiarity breeds contempt. If too confined or things become too routine, they may feel a need to escape. It's better to allow a little fresh air into these relationships by providing elbow room than to allow perpetual sameness to stagnate into what Explorers might see as dreary house arrest minus the ankle bracelet. Leave enough room so there isn't the panicky need to flee.
- Don't forget the future. Explorers in committed relationships can get some outside help to tend to their future. For example, financial advisers who manage money can be helpful for relationships focused almost exclusively on

the present. There are all manner of professionals who can be of service to couples who would rather someone else take care of that stuff, anyway.

- Find an anchor, but one with a long chain. Try to find some downtime together for relaxing and quiet fun. Create some custom-made family traditions to help anchor the relationship, such as sitting down regularly to a Sunday dinner together – and take turns adding an interesting new dish to the menu each week. This much consistency typically goes against the natural grain of most Entrepreneurs and other Explorers but expanding their comfort zones can build some structure into their relationships. Blending homegrown expressions of togetherness with opportunities for each to independently express themselves can help create a wholesome balance.

To non-Explorers, relationships between Entrepreneurs and other Explorers may sound chaotic and unconventional. But such couples aren't likely to be so concerned with what others think of them anyway. The trick isn't for them to defy their independent and exploratory natures and try to conform to prefab expectations when they enter relationships with each other. The trick is to learn how to bring those characteristics into a romance in ways that work for them and leave both partners happy. Think of it as another solution to find – and another avenue to explore.

Conclusion

The words “passion” and “romance” are close cousins, and we often find the word “passion” assigned to descriptions of Entrepreneur characteristics. While admittedly, in the context of this personality type, the word passion is mostly attached to careers and activities that Entrepreneurs enjoy, they can also extend that positive energy toward those they love, and, in doing so, form passionate romances. While they

choose rationality as their primary tool for making decisions, Entrepreneurs are far from cold, and they can be very effective soul mates.

Consider also how attractive devil-may-care people are, especially to those personality types who need a little relief from the structure and convention that may define their lives. This can be the challenge for such relationships. Sometimes one must be careful of what one asks for. Entrepreneurs can provide such relief with their fun-loving unpredictability. But the shine often wears off, and the other partner's preferences reassert themselves.

But, despite such dangers, love frequently finds a way. There is no such thing as a good or bad match for Entrepreneurs willing to put as much effort into nurturing their relationships as they do perfecting their other skills. One of the hallmark characteristics of Entrepreneurs is their willingness to change course if it leads to practical results. Nothing describes the compromise necessary for successful relationships better.

Friendships



People with the Entrepreneur personality type are the life of the party. With an enviable imagination and invigorating sense of spontaneity, they're never boring. They love exploring interesting ideas, both in discussion and by seeing things for themselves, so Entrepreneurs always seem to have fun activities hidden up their sleeves. At the same time, people with this personality type are easy-going, tolerant, and charming, making them naturally popular.

Hands-on physical activities like team sports are Entrepreneurs' idea of fun, and these environments give them plenty of chances to make new friends. There's little difficulty for them here – they seem to get along with just about everyone and make new connections wherever they go. Entrepreneurs live in the moment, and as a naturally confident personality type, they worry little about what others think of them. This tends to attract friends who share their attitudes and zest for life.

While not opposed to long philosophical discussions – they often enjoy the intellectual exercise – Entrepreneurs are unlikely to develop friendships based solely around one-on-one discussions about European economic challenges and the role

of religion in politics. Straightforward to the point of being blunt, these types call it as they see it, and an honest opinion in a debate is a sure thing. But at their hearts, Entrepreneurs are people of action, preferring to do what can be done rather than talking about what might happen someday. Sitting idle, especially in boredom, is the bane of their existence.

Exploration, excitement, adrenaline, and risk – Entrepreneurs' friends should prepare for all these things. Often enough they're happy to perform for the crowd, but they also tend to encourage their friends to join in. Most personality types might take "thanks but no thanks" personally, but Entrepreneurs are comfortable with who they are, and are more likely just to shrug their shoulders and move on with those friends who are game for adventure.

Entrepreneurs and Friends of Other Types

We'll now go through the main Roles, discussing the challenges and joyful moments that Entrepreneurs are likely to face in their friendships with other personality types.

Entrepreneur–Analyst Friendships



Entrepreneurs and Analysts relate to each other well through their Thinking preference. These friends have the same bias toward the rational, even though they express it differently. Stark honesty comes with that approach, which might not be present with friends who are more emotionally inclined. They're likely friends who can be blunt and open with each other if the bluntness isn't applied too thickly. All things in moderation.

Balanced Entrepreneur-Analyst Friendships

Clever Thinkers Get Along

The best thing about having Analyst friends is that they act as rational, insightful, and strategically-minded advisors to highly practical but sometimes impatient Entrepreneurs. Analysts pride themselves on being objective, even with their closest friends. Those belonging to this type group would have few qualms about criticizing Entrepreneurs' latest ideas or specific actions. Being direct and blunt themselves, Entrepreneurs are likely to feel right at home when it comes to such an approach. Analysts' penchant for conceptual thinking may sometimes frustrate Entrepreneurs, but having friends who are able and willing to look at things from different angles can be invaluable in many situations.

Entrepreneurs and Analysts also share a desire for logic and efficiency. If a challenge interests them, otherwise impulsive Entrepreneurs may spend hours trying to tackle it. With Analysts trying to understand the principles behind the functionality, and Entrepreneurs experimenting with what's in front of them, their partnership can be mutually rewarding. Their principles and perspectives may not always overlap, but there should be enough common ground for both types to benefit from opportunities to share their thoughts with each other.

Unbalanced Entrepreneur-Analyst Friendships

Deficits in Understanding

Entrepreneurs and Analysts also have their fair share of differences that may cause tension in friendships between the two types. The most important of such differences is the way these types take in information. Entrepreneurs are highly practical, live-in-the-moment individuals – as far as they're concerned, it's the real, tangible things that matter most. Analysts mostly focus on what they can imagine and deduce, taking pleasure in coming up with various concepts and ideas. While there are ways to combine the two approaches – for instance, while working on projects that require both planning and execution – these two thinking styles can, nonetheless, turn out to be major barriers with communication and mutual understanding.

Another issue these types may face is that neither of them is likely to find it easy to provide emotional support. Both Entrepreneurs and Analysts can have very strong feelings, but they're neither comfortable with nor experienced in coping with other people's emotions. This may not be a major issue with day-to-day matters, but nearly every friendship has ups and downs occasionally – bottling up frustration isn't the best long-term strategy.

If these friends don't resolve the underlying problems, sometimes even a simple miscommunication can lead to longstanding disappointment. In such a scenario, either Entrepreneurs or Analysts, being as rational as they are, may ultimately decide that their friendships are just not worth the trouble.

Rebalancing Entrepreneur–Analyst Friendships

Practical Logic

While these types may have drastically different ways of exploring, expressing creativity, and thinking about the future, they can rely on their common rationality to resolve any differences within their mutual friendship. One very strong thing that Analysts and Entrepreneurs share is an appreciation of effectiveness – they both love to see practical solutions in place and functioning. This shared appreciation isn't limited to technical areas but also applies to the social realm. Especially in matters of pure preference (where to eat, for example), it's only rational to conclude that occasional compromises might be the way to go. Why? Because their friendship is worth it.

When these types experience more serious friction with each other, both can dial down their frustrated sense of superiority and instead focus on finding practical solutions together. Resolving their differing methods and preferences can be as easy as each type opening their minds to see the merits of another perspective and trying it.

Likewise, instead of just arguing for their own way, these friends can respect each other's minds enough to justify those arguments with some facts. Telling friends they're wrong about something only carries hurtful judgement, but showing them better ways that work is a respectful form of disagreement these logical types can handle.

Entrepreneur-Diplomat Friendships



Entrepreneurs and Diplomats often approach things from different angles: Entrepreneurs from a rational, practical level and Diplomats from an idealistic, humanistic level. With effort and acceptance, these differences can be complementary and help each type grow – or they can set up conflict, as each looks askance at the other’s position. But some of the best friendships are between those who have enough in common to connect and enough differences to keep it interesting.

Balanced Entrepreneur-Diplomat Friendships

Differences That Inspire

For Entrepreneurs, having close Diplomat friends can be both very rewarding and very perplexing. They may not always understand each other, and yet they may experience mutual wonder as they come to appreciate their very different viewpoints and what they can offer each other.

Diplomats are enthusiastic, passionate, and imaginative individuals – their energy often inspire Entrepreneurs, especially initially, perhaps even giving them exciting

new ideas to follow. Diplomats are rare compared to other personality types, and their unusual thinking may be very intriguing to Entrepreneurs. However, that fascination may also include confusion – just like Analysts, Diplomats primarily live in their minds, and this attitude can be foreign to practical-minded and hands-on Entrepreneurs.

Regardless of these issues, Entrepreneur–Diplomat friendships can be inspiring. Empathic and insightful, Diplomats can pull more realistic Entrepreneurs away from their daily concerns, encouraging them to develop their thoughts and ideas. Diplomats have a knack for making people feel relaxed and comfortable, and restless Entrepreneurs can benefit from such company.

On the other side of the fence, idealistic and often absent-minded Diplomats also benefit from friendships with highly practical and efficiency-oriented Entrepreneurs. They put their ideas into action, and this amazes Diplomats, inspiring them to do the same with their own dreams. As rewarding as brainstorming can be, often there's just no substitute for some positive shared experiences.

Unbalanced Entrepreneur–Diplomat Friendships

Very Different Priorities

While both friends are likely to share a certain excitement about discovering and experiencing new things (although their definitions of what makes something interesting are likely to be very different), they may also remain enigmas to each other for a long time. This is probably the most challenging combination of all for several reasons. Diplomats' nearly constant soul-searching is as meaningful to them as experiencing things is to Entrepreneurs. These differences can lead to numerous misunderstandings.

Another issue that Entrepreneurs and their Diplomat friends may come across is their shared tendency to neglect day-to-day matters and necessities. Whether it's Entrepreneurs going on unplanned road trips a week before their tax returns are due, or Diplomats forgetting to transfer the rent money amid their volunteer activities, both types sometimes deal with unpleasant surprises – especially if these matters affect them both. Meticulousness isn't always their strong suit. Both types may suffer the consequences of a lack of attention to any mutual responsibilities, or any promises they might make to each other to handle shared tasks.

Rebalancing Entrepreneur-Diplomat Friendships

Taking Time to Help Each Other

While these types may not have perfect compatibility in the focus of their day-to-day lives, they find they can enhance the richness of each other's existence with a little flexibility. Diplomats maintain a remarkable principled sincerity that can beautifully balance Entrepreneurs' sometimes-cynical approach to life. Among Diplomat friends, Entrepreneurs can connect to social rewards that come from thinking about more than just their own lives. Always seeking exciting challenges, Entrepreneurs may unwittingly pass right by warmer human connections. But with Diplomat friends along for the ride, even such energetic and logical types find time to stop and share a smile.

When it comes to rebalancing neglectful attitudes toward everyday life, these types are both far from mastery but can still counterbalance their respective weaknesses. When it's time to focus on necessities all too unexciting for these types to find pleasant, their friendship can provide the missing element of enjoyment. Doing chores and running errands may not be fun alone, but when these friends offer each

other their company – and helpful ideas – they can turn anything into a fun adventure.

Entrepreneur-Sentinel Friendships



Entrepreneurs and Sentinels may look very similar glancing at the personality type letters, but what a difference a single letter can make. Where Entrepreneurs are spontaneous, Sentinels foster stability. Where Entrepreneurs are pragmatists not always concerned with the rules, Sentinels uphold every jot and tittle of established standards. These differences, however pronounced, don't necessarily make friendship between the two types impossible. There is much potential when these opposites attract.

Balanced Entrepreneur-Sentinel Friendships

Everyday Companions

Sentinels are numerous and are likely to form a significant part of Entrepreneurs' social circles unless Entrepreneurs are particularly selective. These personality types are likely to be loyal, practical, and down-to-earth friends, always eager to offer

advice and support. Sentinel friends help Entrepreneurs stay focused and realistic when necessary – for instance, when they get so caught up in their hobbies or social obligations they find it difficult to spend time on more mundane yet important matters. Sentinels' patience, stability, and sense of loyalty can be invaluable when Entrepreneurs feel confused or uncertain about their chosen paths.

Both Entrepreneurs and Sentinels tend to be practical, with their feet planted firmly on the ground – both friends are likely to focus on activities that engage their senses, such as participating in sports, going on hikes, or working on otherwise tangible things together. As more adventurous and spontaneous individuals, Entrepreneurs may convince Sentinels to let go of their serious, composed attitudes and simply have fun occasionally. Similarly, the structured, orderly style embraced by Sentinels can counterbalance the occasional devil-may-care approach of Entrepreneurs.

Unbalanced Entrepreneur–Sentinel Friendships

Clashing Senses of Responsibility

The main point of contention in Entrepreneur–Sentinel friendships is likely to be their different understanding of freedom and individualism. Entrepreneurs are famous for their unyielding spirit of independence, seeing many rules and traditions as stifling and redundant limitations. To them, freedom of expression is more important than social cohesion or security.

Sentinels scoff at thinking about someone ignoring social conventions in favor of individualism. From their perspective, stability and security are topmost concerns, and these types are likely to argue that the needs of the many outweigh the needs of the few. These differences may lead to some heated discussions revolving around flexibility and responsibility.

Rebalancing Entrepreneur–Sentinel Friendships

Truly Respecting Differences

There's little these types can do to rebalance friction in their mutual friendship unless they're both willing to acknowledge the virtues of the other's perspective. This doesn't mean they must adopt those viewpoints as their own, but recognizing that different lifestyles can work for different people give these two types a chance to bridge their differences.

Entrepreneurs can appreciate how Sentinels enjoy the sense of security stability brings, and respect that what may seem limited or restricted in the short term may create strong long-term success. In turn, Sentinels can appreciate that while a spontaneous, risk-taking approach may not be for them, Entrepreneurs can – and do – make it work in their own lives.

In true friendships, seeing chums happy and successful is more important than being right. Sentinels can view their Entrepreneur friends with supportive amazement instead of dismay, knowing that win or lose, they're likely to be able to pick themselves up and begin anew.

These friends also do well to accept input from each other, as they're both exceedingly proficient in their own ways, and equally capable of giving each other some balance. Sentinels who learn to take measured risks by following in their Entrepreneur friends' footsteps can undoubtedly increase their opportunities in life, and Entrepreneurs who listen to the wise advice of Sentinel friends may sidestep some of their own worst mistakes.

Entrepreneur-Explorer Friendships



“Live for the moment” could be the motto for Entrepreneurs who strike up friendships with other Explorers. The exhilaration of such spontaneous and active relationships is likely to be heady for both since they’re probably asked to conform and slow down in so many other facets of their lives. However, there is no perfect friendship and even this seemingly seamless match has hazards to avoid – mostly because there can be too much of a good thing.

Balanced Entrepreneur-Explorer Friendships

Lively Compatibility

For Entrepreneurs, having other close Explorer friends is like looking into a mirror. All Explorers are practical and inventive individuals, so it’s very unlikely that such friends would ever run out of things to do. Furthermore, all Explorers prefer to bond over shared activities, so it’s likely that such friends find it easy to maintain their relationships regardless of the difficulties, often pushing each other to explore new hobbies or put more efforts into existing ones.

While such free-thinking types as Entrepreneurs and other Explorer types may have minor differences, it's likely that such friends feel as if they've found true "mind mates." Explorers' spontaneity, boldness, and willingness to push limits make them fun, interesting friends, and give them plenty of opportunities to bond with each other. The main challenge for Entrepreneurs, however, is often finding other Explorers (especially with similar hobbies) to befriend. Keeping such friendships alive once formed is relatively easy for them.

Unbalanced Entrepreneur-Explorer Friendships

Shared Chaos

A key challenge for Entrepreneurs and their Explorer friends is likely to come from the same source that fuels their connection – their similarity. Having friends who think similarly can be fun and reassuring, but it can also put these types in a bubble, isolating them from criticism and growth. There's a risk that they'll convince each other that their behaviors and attitudes are fine, even when some obvious issues need to be addressed – such as dealing with mundane yet necessary tasks. A shared love of spontaneity with little emphasis on responsibility can leave these friends mired in disorder.

Another issue that Entrepreneurs and their Explorer friends may face is that they both are likely to place more importance on practical and tangible things than on imagination and mental exercises. It may be a good idea for both types to encourage each other to find time for intellectual growth and discussions about the past or the future. While Entrepreneurs and their Explorer friends enjoy living in the moment, failing to stop and think about the long-term picture occasionally can cause problems.

Rebalancing Entrepreneur–Explorer Friendships

Embracing New Ideas Together

Entrepreneurs and their Explorer friends tend to be very open, and one of the best ways for them to avoid being limited by their similarities is to be open to including different kinds of friends in their social circles. Entrepreneurs are great at figuring out how to fit unusual pieces together and can apply this cleverness to social relationships. Seeking new friends with very different points of view – for example, from other Role groups – can be an exciting adventure with many possible gains. One of the greatest things that Entrepreneur–Explorer friends can get from diverse people is a new perspective on their own lives.

This can help these friends develop beyond just living for the moment and its pleasures and become better strategic thinkers, dreamers, and responsible doers. Entrepreneurs and Explorers benefit from friendships that encourage them to take fresh approaches to things now and then, balancing out their focus on immediate desires. Such friends may find that not only does this make their lives more secure, but it also can enable them to plan and experience new adventures together. Forethought can reveal even more amazing opportunities than spontaneity can because it allows these types to inject some of their own preferences into an outcome – instead of just making do with whatever happens.

Conclusion

Entrepreneurs are Extraverts, which generally means they know plenty of people. However, not all those people are destined to become true friends. But for those who are, the benefits are many. The Entrepreneurs' bias toward action is likely to

bring an extra measure of energy into the lives of those they befriend, and their rational practicality is likely to broaden or shift their friends' perspectives. Friendship with unique Entrepreneurs can be something to treasure.

Entrepreneurs who try to develop friendships are likely to be more anchored and balanced because of those relationships. They aren't always comfortable with their feelings, and bonding platonically with others can help them increase their emotional intelligence. If they find someone who shares their interests, such a partner is likely to be prized. Entrepreneurs may have to give up some of the independence they hold so dear, but the tradeoff may be well worth it.

Parenthood



Playful and Curious

In a lot of ways, Entrepreneurs are what many children would consider the perfect parents. Fun-loving and playful, flexible and understanding, people with the Entrepreneur personality type genuinely enjoy spending time with their children and know how to make sure everyone's having a good time. Entrepreneurs have a natural curiosity and spontaneity that's a perfect match for young children's wonder and insatiable desire to learn.

Entrepreneurs love hands-on activities, and their kids are likely to have someone to play catch with or to help them build a model for school. These parents welcome and encourage sports, hiking, and other practical, proactive hobbies. Given their aversion to rules and schedules, they aren't likely to force their children into clubs and teams. If their kids want to play softball, great – if not, well, they'll just find something else to do. Maybe the greatest thing about Entrepreneur parents is that they see their children as equal members of the family.

Entrepreneurs with a balanced approach to parenting give their children freedom, encourage them to use their own judgment (especially with the minor stuff), and to follow their hearts – to heck with what other people think. Using their knack for picking up on even the slightest changes in others' behaviors and habits, Entrepreneur parents keep a close enough eye on their kids so that they can step in with extra guidance when things go wrong.

Insensitive to Emotional Needs

Entrepreneurs have one significant parental challenge, though: emotional bonding. As with any Thinking type, feelings tend to be seen by these parents as irrational distractions, rather than tools for expression and connection. If their children are Feeling types, this can be a source of tension in these families. Frank honesty isn't always the best way to support children.

This lack of sensitivity, combined with their sometimes-brash behavior, can be especially overwhelming to Introverted kids who tend to bristle in the presence of overbearing behavior. Entrepreneurs have no qualms with spontaneous socialization or getting up in front of large groups of people. But Introverted children are likely to be intimidated by any spontaneous socialization, especially if it involves large groups or strangers. Entrepreneur parents, especially when they take an unbalanced parenting approach, may take their children's hesitation or quietness as a serious lack of social skills – a problem they need to resolve.

It can be a struggle for Entrepreneurs to address some of these potential issues as they're often unaware of their own emotional needs. This can cause a lack of self-awareness and inappropriate emotional expression, which may be both confusing and hurtful when it affects their sons and daughters.

Entrepreneur parents stressed out about work situations may snap at their school-aged children who ask them for help with their nightly homework. They may not realize that their frustrations stem from their situations at work and aren't a result of their kids' requests. Angry Entrepreneur parents may berate their children for not getting their homework done, or even accuse them of not being smart enough to do their homework on their own. Their own emotions can cloud their judgment and create unbalanced, negative behaviors and attitudes they take out on those around them.

Bridging the Emotional Gap

Insensitivity can create a significant emotional gap between parents and their children but, with the right focus and motivation, Entrepreneur parents can build positive, lasting bonds. Thankfully, even though they aren't necessarily empathetic or compassionate, they're sociable and enjoy connecting with other people.

While they may view feelings and emotions as irrational, they're exceptionally good at picking up shifts in behavior or attitude that can provide clues about their children's feelings. Whether or not they believe those feelings are valid, at the very least, they can use their abilities to acknowledge them and show they care. Just knowing that their parents acknowledge their emotional needs can make kids feel understood and accepted for who they are. This is especially true for Introverted and Feeling children, who often feel misunderstood or criticized for their more sensitive natures.

Entrepreneurs can also benefit from having more sensitive parenting partners to help them out, and the healthy bonds they form through their shared activities can help to bridge the gap. These parents also have the added benefit of direct,

understanding relationships – their children won't feel so much like they must hide their mistakes and challenges, the holy grail of parent-child communication.

Parent–Child Type Pairings

Talking about personality types and children is always an interesting proposition. While most see personality as something that is at least partly genetic and inherent, those influences may only lightly touch a child or only be softly apparent during childhood. Childhood is about experimenting, learning, and adapting. This means their behavior is often exploratory rather than permanently defining. There may be hints of a personality type, but with so much adapting going on, it may be hard to pinpoint their consistent traits exactly. And since children aren't self-aware enough to take a personality test, they don't have the same advantages as adults who can answer questions describing their preferences.

Therefore, when we talk about the Analyst child, for example, we are referring mainly to children who may show a preference for a rational approach – even if it's a sporadic preference. But we urge caution toward labeling children until they're older and can tell us their preferences themselves. Childhood is all about discovery, and we advocate giving them a chance to do that on their own and in their own time without the confines of labels.

But for the sake of our discussion, we'll describe things that Entrepreneurs may want to notice when parenting children who engage in certain trait behaviors – whether those behaviors are a phase or prove to be more consistent.

Entrepreneur Parent and an Analyst Child



Curious and Driven

Analyst-leaning children are likely to be intellectually-minded, curious, and very imaginative. Their creativity and open-mindedness are likely to delight their Entrepreneur parents, who tend to be intrigued by their children's willingness to explore the unknown, which is in a way like their own penchant for improvisation.

Entrepreneurs and Analysts share an interest in discovering how things work, which is why it's unlikely these parents have major difficulties communicating with their children or coming up with interesting activities. Furthermore, Analyst kids are focused and motivated once they find something that interests them. Entrepreneurs share this trait, and they'll probably be delighted to see that their daughters and sons are as determined as they are.

Practicality versus Theory

The core engines that drive this exploration and curiosity are different for Entrepreneurs and Analysts. Entrepreneurs usually enjoy exploring things simply because they present a challenge, and then either move on to something more

interesting or spend time honing their skills. Like other Explorers, Entrepreneurs focus on the tangible and the real. Analysts are less concerned about practical applications and more about why something works the way it does, from a mostly intellectual perspective. They want to understand the hidden principles, systems, and patterns behind things, even when they offer few tangible benefits.

Analyst children may not hesitate to question their Entrepreneur parents' suggestions or conclusions, often because they're interested in why their parents think the way they do and not necessarily because they don't trust them. However, such questions may also frustrate Entrepreneur parents, who may likely see them as a waste of time and wonder why their sons and daughters just don't give something a try or focus on experimenting instead. Analyst children aren't likely to be persuaded by statements such as, "Because it works," or, "This is the best way."

Finding Shared Interests

Analyst children are unlikely to require much emotional support, which is a relief for direct and rational Entrepreneurs. Analysts are more self-sufficient than Feeling types, although this may also cause problems when there's a genuine need to open up and discuss something.

Often, Entrepreneurs bond with their Analyst children through shared activities and hobbies rather than heartfelt discussions about principles and values. It may be a good idea for Entrepreneur parents to make conscious efforts to encourage their kids to partake in something they're doing, such as a shared hobby or sport. In this way, they can develop mutual appreciation and understanding.

Entrepreneur Parent and a Diplomat Child



Inquisitive and Open-Minded

Even though Entrepreneurs and Diplomats are complete opposites on many fronts, there's also some overlap among their traits. Diplomat-leaning children are likely to be inquisitive and willing to explore new things. This inborn desire for freedom and creativity is likely to delight their Entrepreneur parents.

However, while Entrepreneurs tend to have an excellent grasp of reality, impressive practical skills, and the ability to focus completely on what's in front of them by immersing themselves fully in the present moment, their Diplomat kids may have difficulties recognizing and understanding such traits due to their detachment from the practical world. Luckily, Entrepreneurs' ability to implement their Diplomat children's ideas can create a multitude of opportunities for building bonds.

It's likely that Diplomat kids can always find something to focus on, even without their Entrepreneur parents' help. This is likely to delight Entrepreneurs – however, parents with this personality type should ensure that their daughters and sons have available activities that offer enough mental stimulation. Diplomats are idealistic and even

somewhat poetic individuals, and these characteristics may baffle practical and rational-minded Entrepreneurs. For example, while these parents may see planting trees as a fun physical exercise, their Diplomat children may ponder what would happen if everyone in their city did the same – and then cheerfully present that idea to their parents.

Impulsive versus Idealistic

Just like Entrepreneurs, Diplomat children are also likely to understand the importance of personal responsibility and the need to be able to make their own decisions. However, Entrepreneurs with an unbalanced approach to parenting may confuse this with their own tendency to experiment and push limits. Diplomats seek to develop strong inner principles and tend to pick noble, often too-idealistic goals, and may respond better to arguments based on values and principles than to rewards and practical benefits. It's worth remembering that Diplomats tend to be much more sensitive and empathetic than Entrepreneurs. Parents belonging to this type are likely to need to make conscious efforts to connect with their children emotionally.

This aspect is likely to cause most of the tension between Entrepreneur parents and their Diplomat kids. Like other Explorers, Entrepreneurs tend to be very selective about what interests them and have little patience for things that don't fall into that category. However, Diplomats prefer to dive deep and try to find something fascinating in everything they encounter, even when it promises few tangible rewards. Entrepreneur parents may need to at least pretend to be interested in their children's musings or find activities to share that combine opportunities for personal growth with real-world experiences.

Accepting and Encouraging Differences

Entrepreneur parents should remember their Diplomat sons and daughters require a different approach compared to what is natural for them, and they shouldn't attempt to "fix" their children's idealism or occasional naïveté. Rather, these parents should try to appreciate (and learn from) their children's enthusiasm, open-mindedness, and creativity.

Diplomats' abilities are often underappreciated and rejected as offering little practical value, so a little encouragement can go a long way. Such issues are even more important during the teenage years. Thankfully, being nonconformists themselves, Entrepreneurs are likely to encourage their Diplomat children to pursue something that inspires and motivates them, and then help them along the way, instead of criticizing their habits or pushing them to look for more conventional career paths.

Entrepreneur Parent and a Sentinel Child



Practical and Perceptive

Entrepreneurs share the Observant trait with their Sentinel children, which means that communication is likely to be relatively uncomplicated in these families. Both types focus on practicality and facts, preferring to leave theoretical and abstract conversations to Intuitive Analysts and Diplomats. Expectations tend to be straightforward, and Sentinel children always know exactly where they stand with their Entrepreneur parents.

The Observant trait also effects how these types experience their environment, and both Entrepreneur parents and their Sentinel kids are perceptive and focus on what's happening around them in the moment. Entrepreneurs notice even subtle changes in their children's behavior, allowing them to respond quickly and efficiently to prevent situations from escalating to an unmanageable level. This perceptiveness also promotes a connection between these parents and children, which is especially important when their approach to parenting is unbalanced – Entrepreneurs can be insensitive and lacking in empathy.

Not Enough Structure

Sentinel children are likely to be very dutiful and obedient, trying hard to meet their parents' expectations. They're likely to respect family hierarchy and traditional roles and expect their parents to set up a structured environment with well-defined rules. Sentinels don't like to discover what's acceptable through trial and error the way Entrepreneurs do – they must clearly understand what's okay and what isn't in advance. This is rarely the main goal of freedom-minded Entrepreneurs, although these parents are likely to appreciate their children's willingness to cooperate and listen to what they have to say.

Sentinel children seek a safe, stable atmosphere above all else – spontaneity and fun can come *after* their parents meet these needs. Entrepreneurs should recognize these different requirements and remember that their Sentinel kids are likely to be far more careful, traditional, and methodical in their exploration of the world. When caring for Sentinel children, their somewhat *laissez-faire* approach to parenting may not be ideal.

Respecting the Need for Stability

Sentinel children – and many young children in general – need stability to build trusting relationships with their parents. Sentinels desire steadiness and structure more than any other personality type, and they'll struggle to connect with parents who don't provide such environments for them. Although they thrive on spontaneity and adventure, Entrepreneur parents must modify their behavior to best meet the needs of their children, especially in their early years. From keeping a consistent feeding schedule to creating a bedtime routine, Entrepreneurs can create the sense of security and dependability that their Sentinel children crave.

It's also important for Entrepreneurs to respect their kids' aversion to risk-taking. Sentinels aren't the thrill-seeking type, making them less likely to be interested in riding roller coasters or trying new foods. And, while they benefit from moving outside of their comfort zone every so often, it's important to do so slowly and with their approval – breaking Sentinel children's trust is one of the most harmful mistakes parents can make.

Start by adding new spices to food they already like rather than forcing them to try a foreign food. Take them for a ride on the carousel and then gradually introduce them to more intense rides. Entrepreneurs tend to find that Sentinel children who trust

them and can take their time trying new things are usually much more willing partners for future adventures.

Entrepreneur Parent and an Explorer Child



Adventurous and Independent

Naturally, Entrepreneur parents find it easiest to communicate with their sons and daughters if they belong to one of the Explorer types. Explorer children are very adventurous and practical, often able to come up with exciting activities on their own if they're encouraged and given enough freedom to express themselves. Entrepreneurs are likely to be fascinated by their children's curiosity, finding it easy to relate to and communicate with them.

Furthermore, Explorer children tend to feel very in tune with the present moment and the world around them, and often enjoy sports and nature, even from a very young age. Nature-related activities are likely to form a large part of Entrepreneur parents' repertoire.

Like Entrepreneurs themselves, Explorer kids are also likely to place a lot of importance on freedom and independence, often insisting on being allowed to experiment and do things in their own way. Entrepreneurs are likely to cherish seeing their curious and enthusiastic children discover something new or exhaust themselves while spending hours on recently acquired hobbies.

Such an improvisational and hands-off attitude is, however, a double-edged sword. Knowing that their children love freedom of action, Entrepreneurs may be reluctant to discipline them for overstepping their boundaries with all those experiments, or to be firm in telling their kids that time for play is over and they should get back to studying.

Missing the Big Picture

Tangentially, Entrepreneur parents may also have difficulties teaching their Explorer children to find time for introspection and personal development. All Explorers tend to be far more interested in real and tangible matters than internal discussions or abstract ideas, but both approaches have valuable things to offer. It's way too easy for these types to both forget to find time to stop and think about the direction their lives are going if they each live mostly in the present.

Finally, as Entrepreneurs focus more on improvisation and thinking on their feet, they have difficulties with purely administrative and practical tasks. Their Explorer daughters and sons are likely to share this weakness, which is why parents with this personality type should make conscious efforts to teach their children the importance of being economical, to make fact-based decisions, and to combine their restless curiosity with practical needs and responsibilities.

Consider the Future

As pleasant as it can be to live in the present moment, Entrepreneurs do their Explorer children a disservice when they neglect to consider the future. Encouraging their Explorer kids to view life as an adventure seems harmless enough, but children who lack direction or the ability to form well-thought-out plans can venture into some unsavory situations. Going to college with absolutely no direction can cause frustration and some heavy student loans with no degree to show for it. Buying their first cars without the know-how to budget for payments, insurance, or fuel can result in repossessed vehicles and badly-damaged credit scores.

To prevent these potential long-term issues, Entrepreneur parents should be intentional about helping their children understand how their present actions affect their future. Kids of all ages (even adolescents) aren't cognitively capable of fully understanding the potential consequences of their behaviors, and it's their parents' job to help them until they develop that ability.

As impulsive individuals themselves, Entrepreneurs must explore how their lack of planning or direction may have affected their lives. An anecdote about a poor decision they made as a child ("I decided to try some beer at a friend's party my sophomore year in high school.") and the negative outcome that resulted from that decision ("I got really sick, and my parents grounded me for two months when they found out.") can help to illustrate the importance of considering future consequences.

Conclusion

Balancing their refreshing spontaneity and somewhat *laissez-faire* attitude with the responsibilities that come with parenthood can be a challenge for Entrepreneur parents. But if they master the right approach, they not only raise children who are capable and responsible, but there is also an element of whimsy and adventure built in. It doesn't matter what personality type their children turn out to be. Smart discipline and the teaching of responsibility paired with the unique personality style of the Entrepreneur can help kids experience the best of both worlds.

Responsible parents always adapt themselves, regardless of their own core inclinations, to raise their children compassionately and intelligently. If Entrepreneurs see parenting as a skill to acquire and try to do so, they're likely to be marvelous, conscientious parents who open unique doors in sometimes unconventional ways.

Academic Path



Entrepreneurs are naturally curious individuals with a passion for learning new skills, especially those with practical benefits. True to their name, they see education as an opportunity to gain information and proficiency they can then apply to their interests. Rock climbing enthusiasts, for example, may pursue degrees in geology to learn more about the formations they're coming in close contact with.

Whatever paths they take in their lives, Entrepreneurs benefit from embracing education and looking for learning opportunities. Whether they're learning about medieval history in the classroom or teaching themselves how to build websites in their own home, Entrepreneurs can benefit from expanding their minds and increasing their skills.

In these paragraphs, we'll discuss how Entrepreneurs learn best throughout their academic career, what struggles they may face in educational environments, and how they can improve their learning habits.

How Entrepreneurs Learn

Balanced Learning Habits

Hands-On and Spontaneous Experiences

Learning opportunities that involve hands-on mastery and allow for spontaneous learning experiences interest Entrepreneurs. They learn best in unstructured environments with loosely structured curricula with an emphasis on the experiential. Entrepreneurs react positively to personal involvement in their learning, especially if they're focused on mastering the topic.

While they're usually restless in a lecture hall setting, if they discover a niche – like athletics or mechanics – they're likely to respond well. Entrepreneurs dislike just sitting still and absorbing information. But give them something practical to do, and they become engaged. Allow them to express themselves in an interesting and amusing fashion, and they shine. Ask them to recite a historical timeline, and they're instantly not interested.

Entrepreneurs, at their best, enjoy coaching and feedback on their performance. While nobody likes criticism, these students are serious about mastering what interests them and appreciate any honest observations that can help them do that. The optimal learning style for Entrepreneurs is modeling: they like to watch a technique performed, immediately perform the same technique themselves, and then receive feedback on their performance. Once they gain confidence in their mastery, they're likely to put their own spin on their work.

Unbalanced Learning Habits

Loathing Traditional Structure

Entrepreneurs can struggle in an overly-structured, traditional classroom setting. Unfortunately, most academic settings focus on providing structure for students, approaching education as if everyone learns in the same way. Since most of the population is made up of Sentinel personality types, the idea that structured curriculum works best is consistently reinforced.

This system doesn't work well for Explorer types such as Entrepreneurs, who are, ostensibly, anti-Sentinels. This doesn't mean they don't like Sentinels or are against them. Rather, they work in an almost opposite manner. Sentinels are rules-based and prefer upholding tradition. They're orderly and think in linear ways, and traditional classrooms cater to their love of the predictable and routine. Entrepreneurs, however, tend to struggle in such restrictive environments.

Unfortunately for Entrepreneurs, Sentinels dominate our society and set the standards for what is generally accepted as good pedagogy in most educational systems. Many teachers and school administrators are also Sentinels. Generally, this sort of stability through standards-setting is an essential service Sentinels offer society. However, it can present real challenges for Entrepreneurs.

Rebalancing Learning Habits

Seeking Opportunities for Spontaneity

Parents and instructors who want to reach Entrepreneurs and engage them in the learning process must help them find their niche and provide them with opportunities to be spontaneous. Giving these students something to do on their

own provides some much-needed freedom to express themselves. Always looking for something new and novel, they tend to respond to instruction that has a feeling of boldness and spontaneity to it. Entrepreneurs like to reach decisions or conclusions in their own time based on what they discover. However, once they make such discoveries, they may not wait around for others before they implement them. Instructors should include enough flexibility in their lesson plans to accommodate this.

Still, it's important to remember that Entrepreneurs are likely to only take so much spoon-feeding before they go off on their own. Parents and instructors must allow them plenty of time to work on projects on their own schedules and in their own ways.

However, it's also worth pointing out that Entrepreneurs also enjoy working with others and need a wide range of activities rich in personal involvement. Too much seclusion or time spent working on assignments alone can cause impatience and boredom. Group activities are more stimulating for this personality type, especially those that model the skills they're learning. Working with a group dissecting frogs for biology provides much more significant learning outcomes for this type than labeling the frog's anatomy on a worksheet or writing a report about a frog's major organs.

Entrepreneurs in High School

If you've been to high school, you don't have to watch even one of the thousands of films about teenage angst to know that there's more to it than just classes. Most would agree there are as many lessons in schoolyards and hallways as there are in classrooms. So, let's take a moment to consider high school as a place where some critical social lessons unfold.

Balanced Entrepreneurs in High School

Energetic and Sociable

Entrepreneurs in high school can use their considerable charm and sociability to ensure they're never without a group of friends or dates to the prom. They're fun, energetic, and always looking for novel experiences. They love drama and excitement. They're aware of – and excited about – the world around them and appreciate it for what it is. Entrepreneurs in high school tend to be invited to the best parties and are likely to go to them just to see what's new.

Regarding a balanced approach to learning, Entrepreneurs understand the necessity of attending classes and getting passing grades. They may struggle with the class structure but are likely to excel at anything that allows them to use their creativity to pursue unique ideas or to practice their leadership skills in group activities. Hands-on activities, from building a birdhouse in shop class to participating in a model United Nations project, lead to greater interest and increased learning for these perceptive and practical students.

Extracurricular activities often pigeonhole modern teens into stereotypical niches: Cheerleaders are the popular kids, Latin Club is for the nerds, and so on. Entrepreneurs are usually athletic and, if involved in extracurricular activities, probably gravitate toward football or basketball. They tend to get to know people through shared activities rather than sitting down and talking with them. If Entrepreneur students are involved with clubs or groups to enhance their social lives, they prefer them to be something both active and productive.

Unbalanced Entrepreneurs in High School

Out of Sync with the System

If they take an unbalanced approach to education, Entrepreneurs often have a difficult time in high school. As discussed above, typical classrooms aren't a great fit for them. Their learning preferences may be so at odds with what happens in the average classroom they can come across as troublemakers or as not being bright. Within the system, it's easy to miss a genius of another type lurking below the surface in such students. Unfortunately, too many teachers and parents lack this perspective, and they often view Entrepreneurs as uncooperative or incapable.

Let the other students memorize cold, hard facts or play with ideas – but make sure Entrepreneurs have something practical to do. In high school, point Entrepreneur students toward anything social, athletic, or any hands-on skills that need mastery. If left to struggle within traditional education, Entrepreneurs aren't only likely to suffer poor grades, but the emotional and psychological distress can also be painful for them. The constant message they receive from their school environment is too often that they're out of sync with everyone else. While popular among their peers, there may still be a sense they don't fit in that can cause a great deal of damage to their self-esteem.

Rebalancing Entrepreneurs in High School

Relating Learning to Personal Interests

Entrepreneurs enjoy a wide range of interests. When they find activities they can connect with, they're likely to not only put in a great deal of effort to master them, but also tolerate the passive lecture halls a little better, too. Entrepreneurs settle

down and apply themselves more in school when they find their niche – or, in effect, find themselves.

When they're allowed to express themselves in ways true to their nature, they can sometimes find more patience for subjects that don't fit their interests. With a sense of fulfillment, it won't feel like they must deny themselves to do so. Once Entrepreneurs feel able to commit to something, they're passionate and loyal people, and that can spread to other less exciting parts of their lives – like the traditional classroom.

Work or College?

While many reasons are involved in deciding whether to go to college other than personality types, they can have a role in the equation. Most people over the years thought of attending college or university as the quickest path to success and security. Now some of these same people are vigorously arguing against higher education for everyone, having seen college dropouts succeed on a grand scale in our technological age – Steve Jobs and Bill Gates being the two most famous examples.

There's a niche for everyone and college is just one possible path to finding it. However, individuals who don't obtain college degrees may struggle to find work and aren't as likely to generate the same income as those who obtain those magical slips of paper. So, what might Entrepreneurs consider when deciding between attending university or going to work?

It's easy to see action-conscious Entrepreneurs wanting to get out into the world quickly to perform and produce. However, their need to master their craft can be just as insistent as their need to perform. They're the two things Entrepreneurs must

weigh and balance when thinking about college. If they have an image of it as a place with a lot of lecture halls and books, it may not appeal to them.

However, if they see it as a place with a vibrant social life, studios, workshops, and practice rooms, these may attract them to higher education. Balance can be attained just by choosing the right major at the right college. These types could find apprenticeships in the nonacademic world, but college provides “ready-made” opportunities to learn from others. (Occasionally, Entrepreneurs go into occupations that need certification. In those cases, they have no other choice than pursuing higher education.)

Entrepreneurs in College

Balanced Entrepreneurs in College

Free to Find Their Way

Those Entrepreneurs who choose to go to a college or university most likely feel set free. No longer bound by the rules of high school life, these students may finally find educational models that fit their style of learning. For many Entrepreneurs, leaving home and high school for college tends to be a liberating experience.

Entrepreneurs' course choices tend to be like the subjects they connected with in high school. Athletic or engineering-type disciplines in all their forms are a primary interest for many Entrepreneur college students, as well as some other active professions. Entrepreneurs should cautiously avoid pressure to choose majors and courses that present the same difficulties they faced in high school. Sometimes parents and guidance counselors, with all the best intentions, can send high school graduates in the wrong direction in college. If Entrepreneurs didn't embrace more

abstract, theoretical coursework in high school, the chances aren't any better for doing so when they go to college.

Unbalanced Entrepreneurs in College

Too Focused on Enjoying the Moment

Some feel that college and university are only about getting the tools necessary to make a good living. Most Entrepreneurs reject this as the primary reason to get a degree. Mastery and creativity tend to be the primary motivation for typical Entrepreneurs. Rightly or wrongly, they usually believe their passion can see them through. Not being too risk-averse, Entrepreneurs emphasize picking up skills in the “here and now” with only slight regard for the future.

Do Entrepreneurs look for “party schools” to strengthen their university experiences? Like most young people, they'll delight in the autonomy that going away to college offers. For many students, this is the first significant taste of life apart from their families and their families' rules. Some even choose their universities based on their distance from home.

It's no different for Entrepreneurs who are just as interested in coming into their own. They tend to fit nicely into campus party life. Their thirst for novelty and outgoing nature may lead them from party to party, with little downtime in between. They must be careful not to allow their social lives to overshadow any other reasons they may be attending college. This is an area in which Entrepreneurs must exercise caution.

Rebalancing Entrepreneurs in College

Learning to Deal with Difficulty

College is a time for Entrepreneurs to consider and exploit their strengths and talents in real ways. They can customize their courses of study to enough of a degree that they can feel fulfilled. However, everyone must take those courses most of us don't want to – the foundational, prerequisite courses. Entrepreneurs may want to embrace the idea that into every life a little mundane must fall. While there's often an option to "test out" of these courses, there are tremendous benefits to participating in these classes – and a little tolerance toward them may render some surprising material that proves more interesting than imagined.

Learning to cope with dull or overly challenging courses is good disciplinary practice for Entrepreneurs. This isn't the only time that they'll run into necessary tasks that feel meaningless and boring to them. College can help Entrepreneurs gain tolerance for such things and prepare them to approach the adult world in more balanced and realistic ways.

Conclusion

In aiming toward the ambitious creativity that even the name "Entrepreneurs" suggests, this type almost naturally embraces the role of lifelong learner. The initial trick in promoting learning for them won't involve directly motivating them or pushing them to improve skills, hoping their interest will ignite after the fact. The trick is to help them find an interactive discipline that grabs and inspires them up front. On discovering an interest, Entrepreneurs are likely to throw themselves into the process. Typically, when they find their niche, they look for ways to increase their skill

levels on their own. With that focus in place, they may even find education, in a broader sense, more appealing.

Entrepreneurs can help themselves get ahead in education by understanding how learning and training work for them. Nurturing and indulging their tendency toward curiosity can be beneficial as they search for their passions. Exploring with a purposeful emphasis on discovery can help start them on their educational – and perhaps professional – paths.

Professional Development



Entrepreneurs' primary challenge is finding careers that are in line with their style and independent nature. While there's no one line of work that's best suited to them, it may be essential to find jobs that fit their unique temperament.

This section explores how Entrepreneurs can use their traits to maintain balance and excel in their professions. We'll look at what frustrates them and throws them off-balance at work – as well as strategies to repair unbalanced situations. Ultimately, the goal of this chapter is to provide tools to help Entrepreneurs succeed in the workplace.

Entrepreneurs do best when they remember to listen to themselves, especially when deciding on a choice of career. This advice may come easily to most of them. They know what they want and don't let social pressure force them into positions that are bad fits for their unique personality type.

This advice doesn't mean they should avoid entry-level positions, which may start as unsatisfying or uninteresting initially. When all is said and done, it's Entrepreneurs' responsibility to find jobs that allow them to feel happy in their professional

environments. They need enough room to breathe – and such space is unlikely in incompatible fields where they must struggle to get a foothold using someone else's methods.

Hands-On, "In the Moment" Workers

Entrepreneurs live in the moment. They look for the results of their actions immediately instead of thinking about or projecting things into the future. This style makes them "hands-on" workers, whether literally or just in the sense they involve themselves in their tasks from start to finish.

People with this personality type are less interested in building extensive systems or planning for contingency scenarios. They're happy to leave that to more technically-oriented Analysts. Instead, Entrepreneurs fare well where they must do unfamiliar work under time constraints.

Social – and Sociable – Employees

Entrepreneurs are charming, popular individuals with excellent networking skills – social characteristics they can apply to any work. Their calmness in stressful situations can be comforting to clients, coworkers, and supervisors; however, they aren't too interested in diplomacy or empathy. They may bypass such things if they believe doing so can still bring the results they desire. While these Extraverts clearly connect with others, there is likely to be a sense that doing so is more of an important option than an absolute necessity. This can make them powerful negotiators.

Practical and Persuasive

Entrepreneurs do best when they embrace front line roles, such as selling cars or running businesses. Their intrinsic desire to persuade others is likely to be a priority

for them in their workplace. While they would rather deal with practical matters over the more theoretical, it wouldn't be unusual for Entrepreneurs to do the unexpected – perhaps becoming politicians despite having little curiosity about political theory. Their energy and charisma are likely to help them succeed in such career paths.

Entrepreneurs are likely to be down-to-earth individuals, which helps them to remain calm when situations become difficult. These types don't care about superfluous information when it comes to making actual decisions. They focus on reality rather than theories and abstract concepts. Consequently, they tend to succeed in careers that reward practicality and efficiency – and, most importantly, focus on concrete, factual data.

Risk Takers

It's hard to imagine Entrepreneurs choosing a secure, boring job over a less stable but more exciting career path. People with this personality type are decisive and able to keep a cool head in critical situations. They feel comfortable making decisions on the go and take risks where others would falter – and usually come out as winners. In the right place and at the right time, taking effective chances can help push Entrepreneurs up career ladders (if they're climbing them), and can contribute to their being brilliant entrepreneurs (note the small “e”) and freelancers. Their boldness and improvisation skills can be formidable advantages in competitive environments.

Entrepreneurs aren't interested in the stability and security that are so dear to Sentinels. Instead, they live and breathe adrenaline, seeking excitement and novelty, and pushing limits further and further. Entrepreneurs are unmatched when it comes to exploring the unknown and in reaching the heights of human ability. It drives and motivates them, and this is what they should be focusing on – positioning themselves

in ways that allow them to concentrate on using their improvisation and problem-solving skills. They also must retain enough freedom to choose their methods.

Hidden Leaders

Their more free-form, risk-taking style can make it hard to see the leadership qualities Entrepreneurs possess. They may not appear disciplined enough. However, as hardened front-line soldiers, Entrepreneurs acquire an excellent ability to lead, even if such skills lurk beneath the surface. This quality can supercharge their careers if these potential leaders are in the right place at the right time.

People with this personality type should always keep their eyes open if the organizations they work for are prone to experiencing unexpected turbulence occasionally. There may be leadership opportunities close at hand.

Impatience

Entrepreneurs can be impatient, so careers or roles involving meticulous research or repetitive tasks aren't likely to be a good fit for them. Unfortunately, there are very few jobs where periods of slow, detailed work aren't occasionally part of the work week.

Entrepreneurs can rely too much on the practical and that which is happening in the moment. They may not always spend enough time expanding their knowledge or developing solid plans if they don't see current uses. They may disregard anything that doesn't provide them with immediate benefits or coax them to take immediate action.

Low Tolerance for Structure

Entrepreneurs dislike restrictive rules and highly structured environments. They prefer to trust their abilities and ideas instead of waiting for someone “at the top” to tell them what to do. This sometimes lands these types in trouble if unchecked. Their need for independence may challenge the established hierarchy, and some managers may not approve of their renegade ways. Ideally, Entrepreneurs would do well in careers where there’s little structure and a great deal of room for independent expression.

Career Options for Entrepreneurs



Balanced Career Options

Below is an offering of jobs consistent with Entrepreneurs’ traits. It’s by no means comprehensive – that would be impossible, and the list would grow daily. Hopefully, the descriptions below can serve as guidelines for Entrepreneurs just beginning to explore potential careers.

For those already employed, this may serve as a confirmation or explanation of why they might be happy or unhappy where they are. This offering doesn't presume to be a firm prescription of what they must do to be successful or happy. Rather, it's intended just to provide insights and broad guidelines.

Business and Sales

Entrepreneurs hold many qualities that make business careers a perfect fit for them. They're practical and not afraid to take risks. They're friendly, smooth, and persuasive. They have a natural flair for storytelling, and "branding" comes easily to them because of this skill. Entrepreneurs also tend to be powerful networkers, a skill useful in building businesses. People with this personality type seek the new and the innovative, and this puts them on the cutting edge – a potent characteristic to have in competitive business fields.

If there's a "glitch" discovered there's no better personality type to fix it. In fact, Entrepreneurs occasionally put problem-solving over the feelings and concerns of others. This can do damage to a team, but they get the job done, and bosses often overlook their occasional renegade ways – especially if they do away with troubling problems.

This ability to make trouble disappear is usually the reason Entrepreneurs climb corporate ladders fairly quickly. The dues they pay aren't about faithful compliance as much as about solving spectacular problems. This skill is how they get noticed.

Some possible business positions for Entrepreneurs include:

- Business management and administration
- Insurance sales
- Investment banking

- Entrepreneur
- Money management
- Real estate
- Non-profit fundraising
- Sales of any kind
- Advertising and public relations
- Event management

High-Octane, Active Jobs

When it comes to careers, Entrepreneurs have a long and diverse list of jobs from which to choose. They're quick decision-makers who are excellent candidates for roles that require thinking on their feet, such as sales, emergency services, crisis management, military, police, and anything of that nature.

Entrepreneurs are all about getting the job done and rarely let emotional distractions get in the way. This is useful during catastrophic crises that need cool heads. First responder jobs also provide them with new, exceptional experiences. Novelty energizes them, and emergency work provides an opportunity to master unique problems in real time. Since nothing is boring or mundane about helping somebody in real physical danger, such opportunities clearly speak to Entrepreneurs.

Their energetic natures push them toward action-oriented positions rather than highly analytical roles. People with this personality type are often excellent athletes. They're competitive, energetic, and are thrilled by action – pursuing careers as athletes or sportscasters may be right up their alley.

- Ambulance medic (EMT)
- Emergency room physician or nurse

- Police
- Firefighter
- Military
- Correction officer
- Investigator
- Disaster management
- Athlete
- Sportscaster

Law and Politics

Both law and politics involve a certain amount of putting out metaphorical fires. Entrepreneurs tend to be comfortable facing down opponents in courtrooms or political debates. They energetically apply themselves to solving legal or government problems and find fulfillment in creating satisfactory solutions for their clients or their constituents.

Charming, popular, and being great storytellers are advantages for lawyers and politicians, and Entrepreneurs are often equipped with all three characteristics. While politicians are supposed to have vision, Entrepreneur politicians are more likely to have solutions. They're likely to be more "bread and butter" candidates than those who profess to lead others to some ideological Promised Land.

Unbalanced Career Options

In modern society, individuals not only spend a great deal of time at work, but they also tend to allow their careers to give their lives meaning. Entrepreneurs must be careful not to get stuck in situations that don't suit them, or they may risk all manner of difficulties in the workplace.

Working Alone

Entrepreneurs won't be comfortable in cubicles doing solitary work unless it involves phone sales or other outreach. But even then, they'll yearn for more solid human interaction. Being stuck in cubicles working with a lot of lifeless data or paperwork is downright deadly to Entrepreneurs. They need people and often like to be the person in the front of the room.

Mundane and Repetitive

Entrepreneurs are most comfortable with activities that involve novelty and spontaneity. Repetitive work of any kind tends to fall short for them. They're great improvisers and easily get bored without challenges related to their skill sets.

Restrictive Environments

Entrepreneurs like to experiment and explore new ideas. If the structure and rules of their workplace are too rigid, they'll more than likely feel stifled and unfulfilled. These problem-solvers and innovators aren't happy when they can't exercise those passions. People with this personality type also like to take risks which may be frowned upon in offices that strongly emphasize rules.

Alternative Options

Self-Employment

Many people find the notion of self-employment scary. However, the days when someone would spend twenty years or more working for the same company are over. Job security and guaranteed prospects are a thing of the past, except in specialized fields such as the military or medicine. Working for oneself may be a

more secure and viable option, which also comes with a range of other benefits such as the ability to plan one's time, seeing the tangible results of one's work, and obviously being one's own boss. Entrepreneurs value freedom and self-reliance and being self-employed gives them excellent opportunities to enjoy these things.

Self-employment also side-steps one of the major hurdles that Entrepreneurs are likely to encounter in the corporate environment – forced compliance with numerous rules. While nobody is ever completely free from obligatory tasks, as self-employed individuals, Entrepreneurs have more flexibility to choose which tasks they want to perform and which they want to delegate or outsource.

This self-determination can relieve them of performing some mundane administrative work or having to follow others' irrational, unnecessary orders. Self-employment offers many major benefits to Entrepreneurs, especially in today's global and constantly connected environment. People with this personality are likely to succeed as their own bosses.

Entrepreneurship

Entrepreneurs may feel comfortable with a career that shares their name. Their willingness to take risks shines when they explore building their own enterprises. Plenty of "entrepreneurs" (small "e") give up after trying and failing because they were too afraid to jump into a pool full of what they see as sharks. Entrepreneurs (capital "E") are comfortable with risk and trust in their ability to find practical solutions quickly. They're likely to take risks, see what happens, and then deal with the consequences. They know what it means to be entrepreneurs because they've been trying new and dicey things all their lives.

However, without the right idea, a business goes nowhere. Entrepreneurs wishing to open the doors of their own businesses must think of interesting ways to fulfill existing needs (or create them) and do it better than their competitors. This wouldn't be difficult for them, given their amazing ability to improvise. Give Entrepreneurs strong ideas from the start, and they'll likely manage the rest easily.

Climbing the Career Ladder

Entrepreneurs tend to be very adaptable. Even at school – which is a source of frustration for many of them – they're likely to improvise and experiment in ways that perplex other types. They typically make decisions on the spot and refuse to plan or prepare for contingencies. However, Entrepreneurs are unstoppable when they find niches that give them the freedom to choose their preferred courses of action or to manage and influence other people. However, getting such opportunities may be challenging.

Making Contact

Entrepreneurs are likely to have no problem when it comes to socializing and networking. Their social natures can enhance any job hunting efforts, especially in tough job markets where their energy and outgoing natures can distinguish them from the herd. These individuals are likely to possess a keen eye for detail, a solid grasp on reality, and the gift of persuasiveness – skills that can help them get their foot in the door.

Relating Outside Interests

People with this type are likely to have plenty of outside activities to highlight on their resumes or during interviews. Entrepreneurs' hands-on nature doesn't just appear

overnight. Whether it's hobbies or sports, they probably have plenty of examples of their skills and energy to draw on.

Some relevant activities that Entrepreneurs entering the job market can use to enhance their applications include volunteer work, competitions, local neighborhood initiatives, small businesses, or a Web presence such as a blog or a social media presence.

Also, the more activities in Entrepreneurs' history, the more likely they can use them to provide breathing space during interviews. Answering a question like, "Describe a situation where you used your problem-solving skills," is much easier if there are plenty of real-life experiences to choose from for the answer.

Preparing for the Interview

Entrepreneurs may find it easy to show their prospective employers that they're very dedicated, capable, and trustworthy. However, before interviews, these types may want to make sure they've covered all the bases and planned things to highlight during the conversation. The danger in their tendency to "wing it" may be in not presenting a comprehensive enough picture of what they have to offer. They need to present their skills in the right way to distinguish themselves from other candidates. While it may not be their first impulse, taking the time to plan can be truly beneficial.

Entrepreneurs may rely too heavily on their social skills and enthusiasm to put them ahead of the other applicants. In addition to stressing their experience, it never hurts to prepare for common interview techniques and questions so as not to be caught off guard. In fact, some interviewers find it easier to go through a litany of typical questions, such as, "What would you say is one of your weaknesses?" Entrepreneurs

tend to be very good candidates in certain fields, but if they fail to prepare and don't get their message across, they risk losing out to less-qualified but better-prepared candidates. It's better to overprepare than underprepare.

Workplace Cooperation Between Types

It's useful to have something in common when speaking with someone else. It can make the rest of the conversation more productive if you start with a resounding "yes" rather than a stubborn "no." This section discusses possible pairings of Role groups, including brief overviews of potential synergies and obstacles, and some tips that may help Entrepreneurs navigate these tricky waters.

Entrepreneur–Analyst Cooperation



Entrepreneurs and Analysts both like to search for answers but their style and scope of doing so are different. However, if they both recognize that they're looking for "better and more efficient ways," it can make any discussion more productive. If they can grasp this and work with their different approaches, they may find that their motives are like enough. Bonding by using the things they have in common while

learning the value of their differences can go a long way in these business relationships.

Balanced Entrepreneur–Analyst Cooperation

Different Paths to the Same Goal

While Analysts want to play with ideas and systems, Entrepreneurs would rather solve problems in a hands-on fashion. While Analysts may not always see their ideas through to the end, it's hard to get Entrepreneurs to wait long enough to check with others before they carry out theirs. Analysts are more deliberative; Entrepreneurs are somewhat rash. Entrepreneurs work with the "here and now," focusing on the practical, while Analysts work with overarching systems that are more conceptual than tangible and often extend into the future. To solve real-world problems, there's nobody better than Entrepreneurs. If you want to know how to understand a system, deconstruct it, or build it better on paper, there's nobody like Analysts.

When Entrepreneurs and Analysts work together, they must understand that they're each part of a two-step process. Entrepreneurs can put together the pieces to make the Analysts' models work. Analysts are notoriously weak at implementation, while Entrepreneurs specialize in it. However, Entrepreneurs sometimes don't pay enough attention to the big picture and instead focus specifically on the details. This can put them out of sync with their organizations' overarching visions – and perhaps into some hot water. As long as each type realizes they both have good things to stir into the same pot, Entrepreneurs and Analysts can create powerful working relationships.

Consider *Apollo 13*, the movie and real-life event that brought us the iconic phrase, "Houston; we have a problem." After a mechanical mishap, three US astronauts were

in danger of not making it back to Earth alive in their crippled space capsule. In this scenario, Analysts can be compared to Houston's ground control who calculated all the numbers and worked out a trajectory. They created the system to get the astronauts home.

However, the astronauts (the Entrepreneurs in this analogy) were the problem-solvers who did the hands-on work and manipulated the details to swing their capsule around the Moon and bring it home safely. Communication between ground control and the astronauts was vital to the success of the rescue. This analogy loosely demonstrates how different functions and styles can work together to fulfill the same goal – particularly between theorists and craftspeople.

Unbalanced Entrepreneur–Analyst Cooperation

Diverse Focus

Analysts may become annoyed at Entrepreneurs' focus on details, while Entrepreneurs may feel that Analysts' ideas are too vague and impractical. (It's likely that they're not, but sometimes theory can appear that way to these types.) It can be tempting for Entrepreneurs to dismiss Analysts as having their heads in the clouds and not understanding the practical side of anything.

On the other hand, Analysts may declare that Entrepreneurs are reckless, have no vision, and think too narrowly about things. When either or both refuse to see the value of the other's style, communication is likely to shut down.

Analysts can be condescending if they don't feel someone can play skillfully in their playground of lofty notions and complex systems. They may wrongly react to Entrepreneurs' focus on detail and simply write them off as uninspired. Meanwhile, Entrepreneurs are just as likely to ignore Analysts' "nonsense" as they move ahead

and complete their preferred hands-on solutions. The result can be that both types quit talking to each other, and that's a pitfall these coworkers may wish to avoid.

Rebalancing Entrepreneur–Analyst Cooperation

Sharing New Perspectives

Analysts become bored with too many minute details, but this doesn't mean they have no use for them. They need not line up detailed facts in the same way Entrepreneurs do. But it's important for Entrepreneurs to understand their Analyst coworkers don't feel a need to dig into the minutia the same way they do. Entrepreneurs may want to ask their Analyst coworkers to give them feedback from their perspective. They may be surprised at how a bigger picture focus can help them define the tasks they're doing by providing a richer and broader perspective. In fact, a new point of view might save them from going off course. Analyst coworkers can be of immense help to them.

Entrepreneurs may want to be careful to avoid dismissing Analysts and their theories too quickly. They should remember that, despite all their lofty ideas, Analysts want the same thing they do – the successful resolution of problems and challenges. Both types are puzzle solvers, but each has a different technique. It may help communication if Entrepreneurs learn to ask their Analyst coworkers more “why” questions.

Entrepreneur-Diplomat Cooperation



Entrepreneurs (with their Observant, Thinking traits) and Diplomats (with their Intuitive, Feeling traits) as coworkers may appear at cross purposes. Entrepreneurs with their practical approach to life and problems and Diplomats with their more idealistic bent seem likely to conflict with one another. However, if, instead of thinking of these traits as opposite, they each see them as complementary, there may be much potential for Entrepreneur-Diplomat cooperation.

Balanced Entrepreneur-Diplomat Cooperation

The common ground between Diplomats and Entrepreneurs is somewhat intangible, but they share similar attitudes. Both enjoy a sense of moving forward and watching something become better. For Entrepreneurs, it's finding novel and interesting solutions to specific problems. They can look at a situation's tangled mess and figure out how to make it work, often in unique and interesting ways. For Diplomats, it's more about personal growth, moral development, and well-being. They love to flip a fixed idea and create a new perspective that contributes to humanistic improvement.

Despite their differences, both types share respect for flexibility; rules and traditions don't bind either too tightly. While Entrepreneurs tend to be much more practical and utilitarian when compared to Diplomats' idealistic pursuit of values, it's not hard to imagine both types sharing a common appreciation for innovation and change.

Combining Vision with Craft

If Intuitive types and Observant types are open to each other's differences, partnerships between them can offer a lot. Entrepreneurs excel at hands-on activities. They relish the mastery of objects within their physical environment. Diplomats, as Intuitive types, are great at grasping, creating, and transforming ideas. Details bore them, whereas Entrepreneurs are fascinated by them. Entrepreneurs want to know how they can manipulate each little piece and use it to create something new and better – especially if it meets a concrete need or feels like solving a puzzle.

If you want “visions,” call on Diplomats. If you want Diplomats' visions realized in down-to-earth but innovative ways, call on Entrepreneurs.

As an illustration, suppose Diplomat coworkers realize that their organization's problem revolves around a need to create a greater sense of community and camaraderie. Communication is poor, and Diplomats sense a lack of connection among their clients and coworkers. Entrepreneur colleagues might answer that realization by creating an email newsletter, a phone chain, a podcast, monthly coffees, or many practical methods for pulling all groups together. They could create a brand around the organization that says “community” and, in doing so, also create a team effort between the Diplomats and Entrepreneurs. While Entrepreneurs continue to contribute the mechanisms, Diplomats can constantly evaluate their progress – and the mood of the stakeholders.

Unbalanced Entrepreneur–Diplomat Cooperation

A False Dichotomy

While established standards don't bind either Entrepreneurs or Diplomats as tightly as they might Sentinels, Diplomats do have unique codes by which they live. Their values, usually connected to their sense of empathy and compassion, are strong forces in their lives. While Entrepreneurs aren't amoral as a rule, values aren't always as prominent in the way they handle business.

For instance, Entrepreneurs like people and are often friendly, outgoing, and fun. However, occasionally, they may see solving a problem as more important than taking care of their colleagues' or clients' feelings or welfare. They may take risks, cut corners, or cavalierly develop plans that might have a negative impact on others. They may trust their instincts a little too much, doing something on their own without taking other people's opinions or standards into account. Such occasions can create conflicts between Entrepreneurs and Diplomats.

The Doer and the Dreamer

Diplomats may see their Entrepreneur coworkers as shallow, while Entrepreneurs may regard Diplomats as impractical dreamers. Entrepreneurs tend to live in the "here and now," while Diplomats live in the infinite time of imagination and thought. They're more likely concerned with long-range results, while Entrepreneurs are more interested in immediate actions and solutions.

Let's use a hospital metaphor here. Diplomats would be case managers equipped to handle patients' long-term well-being and creating holistic treatment plans for them. Meanwhile, Entrepreneurs are down in the emergency room doing triage and reattaching limbs in their practical way. These two views can create difficulty in

communication between them. However, someone running a hospital wants both around if they're going to save lives in the long- and short-term.

Rebalancing Entrepreneur–Diplomat Cooperation

Discovering Motivations

If Entrepreneurs want to discover what motivates Diplomats, they should first try to find out their values. These coworkers are likely to extend their standards and ideals into their work lives as much as they reasonably can. The best way to communicate with them is to avoid bogging them down with many details or methods. These things are likely to be of little interest to Diplomats, who prefer talking about broader ideas. Entrepreneurs who want to find common ground with Diplomats may want to explore questions that start with “what if.” (In return, Diplomats may want to ask questions that begin with “how.”)

As with all pairings of distinct types, Entrepreneurs and Diplomats work together best when they learn to appreciate their differences. There's an economy among types which suggests that learning how to relate to different Roles in complementary fashion is likely to bring forth the most effective results.

For Entrepreneurs, this may mean allowing Diplomats to share their values and humanistic insights to give them a larger perspective. Entrepreneurs who accept such perspectives find their work takes on more value and is a lot more accessible to those they impact, such as supervisors and clients.

Entrepreneur-Sentinel Cooperation



It's easy to get the impression that Sentinels and Entrepreneurs are opposites since they often approach things differently. But they aren't without some commonalities. They both prefer to gather information directly from the world around them instead of filtering it through internal mechanisms – neither has much interest in theories.

While Entrepreneurs are more in touch with things directly and immediately, Sentinels usually judge their experiences by remembering how things have always been. They're generally sticklers for rules and structures that support a traditional perspective. Entrepreneurs relish the new and exciting, while Sentinels favor the stable.

Balanced Entrepreneur-Sentinel Cooperation

To the Rescue

Entrepreneurs and Sentinels most often complement each other when things go wrong. Sometimes even the tried-and-true ways of doing things fail. This can be disconcerting to predictability-loving Sentinels, but a compelling situation for Entrepreneurs. In this ever-changing world, there are times when old methods no

longer work. There may be no other choice but to develop new ways of doing things and there's no type better equipped to help when innovative things need to be done quickly than Entrepreneurs.

Known Places

Sometimes Entrepreneurs' impulsive drive to find solutions can get off track. Sometimes the best answer, when a situation goes bad, is to retreat to a known starting point. "Known places" are where Sentinels like to spend their time.

There are instances when boldly "winging it" can lead to effective solutions. However, there are also times when such approaches create more problems than they solve. Sometimes Sentinels can help Entrepreneurs "come home," figuratively speaking. Sentinels usually know how to repair situations, or they know someone who does. This can be of great help to Entrepreneurs who wander too far off in the wrong direction.

Unbalanced Entrepreneur-Sentinel Cooperation

Clashing Styles

There are things about Entrepreneurs that drive Sentinels crazy, and the other way around. However, Entrepreneurs have the advantage of usually going with the flow and not allowing others to bother them very much. For Sentinels, however, their problem with Entrepreneurs can be disturbing.

While Entrepreneurs have no problem cutting corners when necessary, Sentinels usually dedicate their lives to making sure those corners remain intact, just the way they've always been. Sentinels like things to be orderly and predictable. Entrepreneurs have a freer attitude and love things that are new and interesting.

Sentinels might prefer favorite restaurants they go to most of the time, and Entrepreneurs are likely to sample all the latest restaurants as they open. At work, Entrepreneurs can come across as reckless and undisciplined. To them, Sentinels might appear boring and uninspired. While their opinions of each other are usually more reactionary stereotypes than accurate assessments, such impressions can hinder trust and open communication.

Varying Regard for the Status Quo

While keeping the status quo strongly in place seems essential to Sentinels, Entrepreneurs have no problem doing what they feel is necessary to solve problems, regardless of “how it’s always been done.” Sentinels see tried-and-true means as the way to guarantee a predictable end. Only a successful end concerns Entrepreneurs, and they may use any means necessary to get there.

It’s easy to see how Sentinels can view Entrepreneurs as being at cross purposes with them. Sentinels may devote an undue amount of time trying to get Entrepreneurs to walk a straight line according to the rules. Meanwhile, Entrepreneurs may ignore Sentinel coworkers as they do whatever they feel they must, including going in a straight line, serpentine, or any other direction that helps them master a situation. The possibilities for conflicts between these colleagues are nearly endless.

Rebalancing Entrepreneur-Sentinel Cooperation

The Value of Protocols

As the Spanish philosopher and essayist Santayana wrote, “Those who cannot remember the past are condemned to repeat it.” Entrepreneurs can be too quick to dismiss Sentinels’ inherent attachment to the past and settled protocols. There can be much to learn from their adherence to tradition and set standards. But

Entrepreneurs shouldn't be afraid to ask why they must do something a certain way. Sentinels may want to avoid justifying acts or decisions by saying anything that resembles, "Because we've always done it that way."

Mutual Learning

Accepting Sentinels' counsel may help avoid problems. Entrepreneurs may feel Sentinels somehow limit their options. It may even be true. However, it's unlikely that Entrepreneurs can permanently lose their spontaneity and edgy creativity if they play by the rules on occasion. In fact, relying on their Sentinel coworkers' sensitivities to rules and standards may help them stay around to create another day. (When this happens, although Sentinels may never ask for it, they're always happy when someone shows appreciation. Doing so may be a way to create stronger work relationships between Entrepreneurs and Sentinels.)

Entrepreneur-Explorer Cooperation



Obviously, Entrepreneurs and other Explorers typically find themselves "speaking the same language." Theoretical and conceptual problems, which tend to thrill Analysts, are just annoying to both. They find no purpose in going there.

Conversations about solving problems or mastering a skill or situation are of great interest. They gain energy and motivation from topics that reveal how they overcame problems and saved the day.

Balanced Entrepreneur-Explorer Cooperation

Whatever Gets the Job Done

Whatever gets the job done is what interests Entrepreneurs and other Explorers who work together. They may bypass rules, standards, or traditions that hinder their focus and strategies. Because of this – and their pronounced spontaneity and independence – others often see them as risk takers.

Entrepreneurs are likely to be comfortable with other Explorers who also seek to do things their way. They like talking about the new and different if these discussions focus on tangible matters and don't wander into the arena of abstract theories. While people belonging to these types might appreciate discussing the capabilities of the new iPhone, they tend to show less interest in discourse about "the future sociological impact of constant digital communications worldwide."

They might share a sense of satisfaction if they figure out a unique use for the phone. The second topic, however, would be "just talk" to these action-oriented coworkers.

Practical Innovation

Entrepreneurs and other Explorers working together in a team are a likely brainstorming powerhouse within their company. They won't only resolve problems but also innovate and add to the growth of their organization – but only as it affects methods. The harnessed energy of Entrepreneurs and Explorers who bounce ideas off each other can be a formidable asset to any employer. Entrepreneur and Explorer

coworkers are likely to make any joint discoveries on the run and by applying their hands to problems, rather than drawing out diagrams and steps on a whiteboard.

Unbalanced Entrepreneur-Explorer Cooperation

Problems that arise when Entrepreneurs and other Explorers talk to each other likely have nothing to do with mutual understanding. Instead, they may become stuck in their shared style of thinking without the benefit of insight from those who think differently. In business and life, it's good to have varied personality types around to give balance.

But at What Cost?

On the off-chance that the workplace becomes too "Explorer-heavy," several factors can be problematic. Grace Hopper, the late computer scientist and United States Navy Rear Admiral, famously said, "It's easier to apologize than to get permission." Entrepreneurs and other Explorer types often take this quote to heart, resulting too often in their getting into trouble. Their willingness to take different paths and risks to find unique solutions can be an asset in the workplace. However, it shouldn't go unchecked.

Like risk-taking, the often-complex relationship Entrepreneurs and other Explorers have with their coworkers may also need tempering. While both types typically enjoy other people, they often put practical solutions ahead of the feelings and concerns of others. They may come across as having a brusque disregard for their coworkers.

It's not that they don't like their colleagues. But they tend to place people below solutions on their list of priorities. "It can't be helped," would be the shared excuse between Entrepreneurs and their Explorer accomplices – if they even discuss such matters – resulting in a gulf between them and other colleagues.

Solutions with a Small Perspective

Entrepreneurs and other Explorers may also find their actions don't align with their organizations' larger visions. Being detail-oriented and thinking in the present, these similar types may disregard the long view of their organization's goals and focus. Just as it takes one degree of a compass to send a ship hundreds of miles off course, so can a small misguided solution potentially disrupt a company's broader goals.

To Entrepreneurs who work with other Explorers, their solutions may seem reasonable. To their supervisors, it can appear as though they're thumbing their noses at the vision and values of their firms. If not adjusted for, the immediacy of the Explorer mindset can create a tunnel vision that ignores greater matters.

Rebalancing Entrepreneur-Explorer Cooperation

Appreciating Commonalities

It's always enjoyable when like minds work together. When Entrepreneurs and other Explorers have the opportunities to do so, they want to enjoy the camaraderie and consider using this time to brainstorm new and better ways of doing things. It's likely these coworkers may enjoy simply spending time talking to each other. The experience can be kicked up a notch if they find something to tinker with while they're chatting.

Getting a Second Opinion

When two types are so similar and comfortable with each other's great ideas, a second opinion from someone more "mainstream" can be useful. Every personality type can benefit from the balance provided by other types. Even Entrepreneurs and

their Explorer teammates can grow as individuals and as teams when they expand their comfort zones by exploring different approaches.

Asking “Why?”

Entrepreneurs and other Explorers who work together may find that they’re comfortable exploring the “how” questions involved in finding a solution. To rebalance their efforts to keep their contributions beneficial rather than harmful, learning to ask “why” may be just as essential. This may again require a second opinion from other types more in touch with the bigger picture.

Conclusion

Even from within the teams they so enjoy, Entrepreneurs must exercise independence and expression of their personal skills. Such autonomy is essential to their happiness and motivates them to produce and succeed. If a job feels like it’s overstructured and conformity-based, Entrepreneurs won’t be able to access that part of themselves that responds to challenges. They need some way to exercise their unique skills.

To thrive in a job, Entrepreneurs must find a niche that is their own. Most are good at this, having practiced it while dealing with school systems focused on more conventional things than they, as young people, could relate to. While not always adept at committing in life in any traditional sense, once they find their niche, they’re usually all in for the duration. This allows them to become highly skilled and often specialized – making Entrepreneurs valued workers and professionals in many fields.

Final Words



The excitement Entrepreneurs carry with them wherever they go is hard to match. Because they're so bold, passionate, and social, it's easy to leverage these qualities into successful lives that engage others and provide the energy that moves things forward. While they value rationality and use it in practical ways, Entrepreneurs may just as quickly bypass it if they believe a situation is becoming bogged down in endless academic exercises and cycles of theorizing. They prefer to jump into action and can happily sort out the deeper rationale after the fact. The moss of deliberation rarely has time to grow on this personality type.

But for all the excitement, Entrepreneurs also possess other tendencies they'd do well to notice and try to improve. While social and even charming, their people skills aren't always up to par. Hasty forward motion often comes with impatient bluntness and perhaps a tendency to trample over those in their way. Entrepreneurs take unnecessary risks, and they may do so apart from any purpose other than the adrenaline rush. Tedium is their enemy.

Yet sometimes persisting and following a slow routine is necessary to win. The challenge for Entrepreneurs is to maintain their valuable high energy while balancing

it against a more calculated approach. Slow is the pace at which people often discover purpose and perspective. Growth is the product of a willingness to change, and effortlessly shifting gears is part of who they are. If applied toward their shortcomings, all this can be useful for Entrepreneurs' growth.

What's Next?

We've covered many different topics in this profile, and we hope that the chapters have offered insight and answered questions about the Entrepreneur personality type. We hope that readers will now find it easier to understand other people and their perspectives. This profile isn't meant to be read just once. When trying to understand another person better, or struggling to understand oneself, another read-through can offer fresh insight.

Furthermore, spend some time on our [website](#) – for example, in our [articles section](#), [research zone](#), or the [Academy](#). There is a wealth of inspiring advice and information on the website, and we strongly recommend that you take a look. If you have some spare time, consider lending us a helping hand by contributing to the [translation project](#), taking additional [surveys](#), or simply [sending us a message](#) and sharing your thoughts. We would love to hear from you.

We wish the best of luck to all Entrepreneurs. What matters most in Entrepreneurs' lives is that their paths through life reflect who they are, deep within. Reflecting on values, dreams, and ideals often reveals the right path through life by clearing out superficial distractions. Our lives are often too full of troubles, conflicts, and worries. By working to better understand each other, we can make our relationships, communities, and world more aware, more genuine, and more peaceful.

Until next time.

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