



Individual Report for Sample Corporate Manager

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Personality Scales

Independence

The desire to work with a high degree of independence

Preference for Limited Structure

A preference for tasks and situations with little formal structure

Nonconformity

A preference for acting in unique ways; an interest in being perceived as unique

Risk Acceptance

A willingness to pursue an idea or a desired goal even when the probability of succeeding is low

Action Orientation

A tendency to show initiative, make decisions quickly, and feel impatient for results

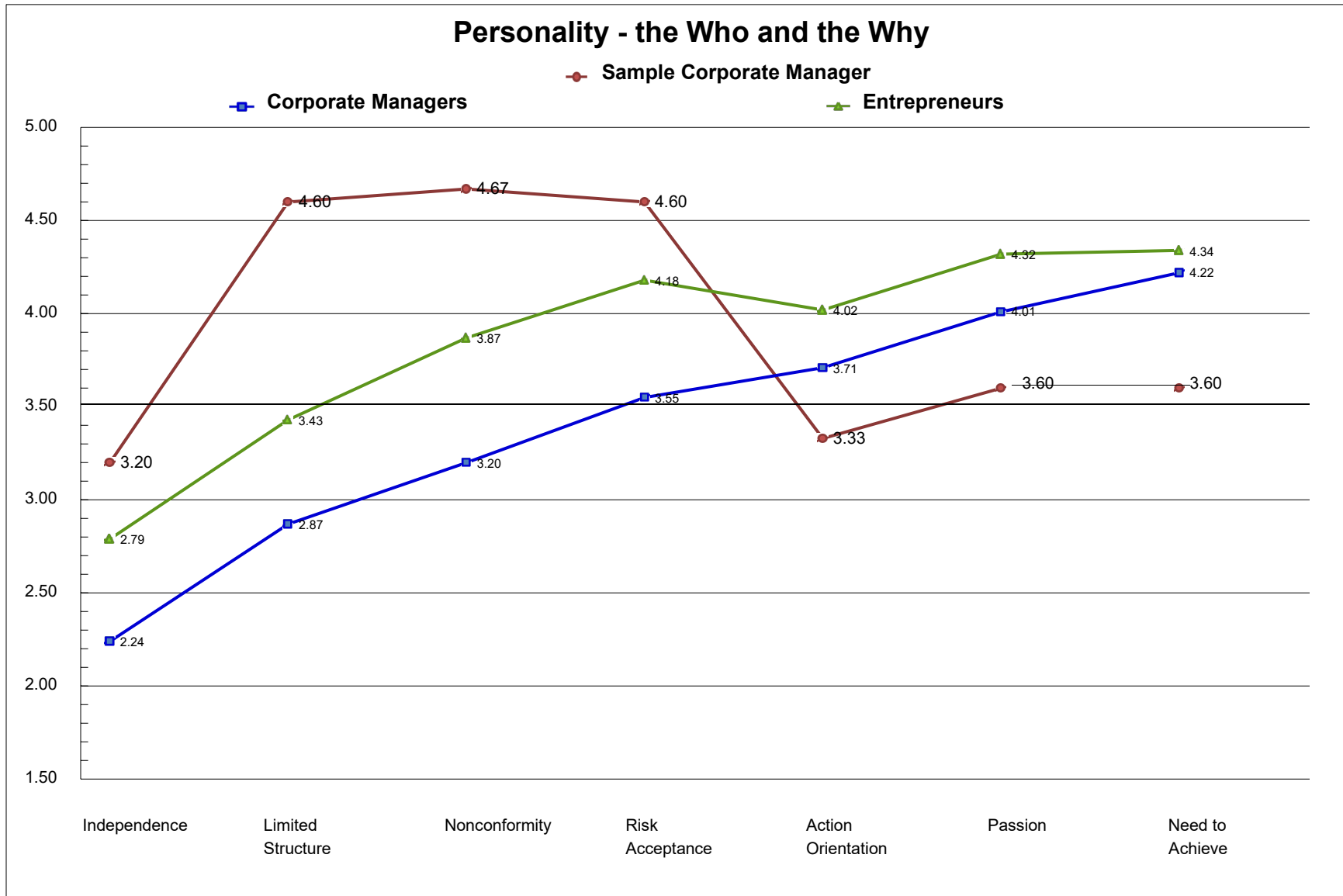
Passion

A tendency to experience one's work as exciting and enjoyable rather than tedious and draining

Need to Achieve

The desire to achieve at a high level

Entrepreneurial Mindset Profile: Sample Corporate Manager



Does not describe me well 1 2 3 4 5 Describes me well

Independence	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.20	2.24 *	2.79 *
<i>I do not mind taking direction.</i>	(2.00)	(3.80)	(3.34)
<i>I feel comfortable working under someone else's direction.</i>	(2.00)	(3.57)	(2.74)
<i>I'm most comfortable being a team player.</i>	(4.00)	(3.70)	(3.19)
I'm uncomfortable when expected to follow others' rules.	5.00	2.37	3.01
<i>I like to consult with others on important decisions.</i>	(5.00)	(4.09)	(3.81)

Limited Structure	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.60	2.87 *	3.43 *
I find that too much structure stifles my creativity.	4.00	2.93	3.64
I find it boring to work on clearly structured tasks.	5.00	2.64	3.30
I perform best when I don't have to follow a step-by-step process.	5.00	2.97	3.44
<i>I like solving problems by following step-by-step solutions.</i>	(1.00)	(3.12)	(2.73)
<i>I prefer tasks that are clearly structured.</i>	(2.00)	(3.05)	(2.48)

Items and scores in italics are negatively weighted. For example, one of the items in the Independence scale is "I like to consult with others on important decisions." In order to get "credit" toward a high Independence score, you'd have to disagree with this item. So, a rating of "1" (does not describe you well) would be converted to a "5" before being averaged with the other items on that scale. On all negatively weighted items, 5's are converted to 1's, 4's to 2's, 2's to 4's, and 1's to 5's. Ratings of 3's, already at the mid-point of the range, remain 3's. In the report, the item scores you see represent your actual responses, that is, the ratings you gave before they were converted.

* An asterisk following a norm group score indicates that it is significantly different from the individual score on this scale.

Does not describe me well 1 2 3 4 5 Describes me well

Nonconformity	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.67	3.20 *	3.87 *
I pride myself on doing things differently than the crowd.	5.00	3.38	4.14
People would describe me as a nonconformist.	5.00	2.56	3.61
I like to stand out from the crowd.	5.00	3.15	3.91
I will argue for my beliefs even when everyone else disagrees.	4.00	3.72	4.19
<i>I feel more comfortable when I fit in with the crowd.</i>	<i>(2.00)</i>	<i>(3.14)</i>	<i>(2.54)</i>
<i>I tend to go along with what other people think is right.</i>	<i>(1.00)</i>	<i>(2.48)</i>	<i>(2.08)</i>

Risk Acceptance	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.60	3.55 *	4.18 *
I am willing to take some risks if the payoff is big enough.	4.00	3.68	4.32
<i>I prefer to play it safe in most things.</i>	<i>(1.00)</i>	<i>(2.86)</i>	<i>(2.11)</i>
I'm willing to take a certain amount of risk to achieve real success.	4.00	3.84	4.42
<i>If at all possible, I avoid taking risks.</i>	<i>(1.00)</i>	<i>(2.36)</i>	<i>(1.77)</i>
<i>I don't like to take chances.</i>	<i>(1.00)</i>	<i>(2.57)</i>	<i>(1.95)</i>

Action Orientation	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.33	3.71 *	4.02 *
<i>My decision-making style is slow and deliberate.</i>	<i>(3.00)</i>	<i>(2.90)</i>	<i>(2.69)</i>
While others are still talking, I'm doing.	2.00	3.70	4.10
My friends would describe me as someone who makes things happen.	5.00	4.02	4.47
<i>Others would describe me as slow to take action.</i>	<i>(2.00)</i>	<i>(2.03)</i>	<i>(1.78)</i>
If I have a choice, I'd rather take action than wait.	3.00	4.03	4.29
I tend to make decisions quickly.	3.00	3.40	3.76

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* Asterisks indicate significant differences. (See page 3.)

Does not describe me well 1 2 3 4 5 Describes me well

Passion	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.60	4.01 *	4.32 *
<i>My interest in my work comes and goes.</i>	<i>(4.00)</i>	<i>(2.27)</i>	<i>(2.17)</i>
<i>Working long hours on a project is really draining for me.</i>	<i>(3.00)</i>	<i>(2.50)</i>	<i>(2.11)</i>
<i>I am not all that excited by the work that I do.</i>	<i>(2.00)</i>	<i>(1.79)</i>	<i>(1.42)</i>
I'm passionate about the work that I do.	5.00	4.31	4.62
I don't mind working long hours on an interesting project.	4.00	4.32	4.66

Need to Achieve	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.60	4.22 *	4.34 *
I try to excel at whatever I do.	5.00	4.52	4.54
It is important to me that I achieve at a high level.	4.00	4.38	4.51
<i>It is not important to me to be the best.</i>	<i>(5.00)</i>	<i>(2.38)</i>	<i>(2.30)</i>
I want to be the best at what I do.	3.00	4.39	4.47
I'm driven by a desire to achieve significant goals.	5.00	4.18	4.50

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Skills Scales

Future Focus

The ability to think beyond the immediate situation and plan for the future.

Idea Generation

The ability to generate multiple and novel ideas, and to find multiple approaches for achieving goals

Execution

The ability to turn ideas into actionable plans; the ability to implement ideas well

Self-Confidence

A general belief in one's ability to leverage skills and talents to achieve important goals

Optimism

The ability to maintain a generally positive attitude about various aspects of one's life and the world

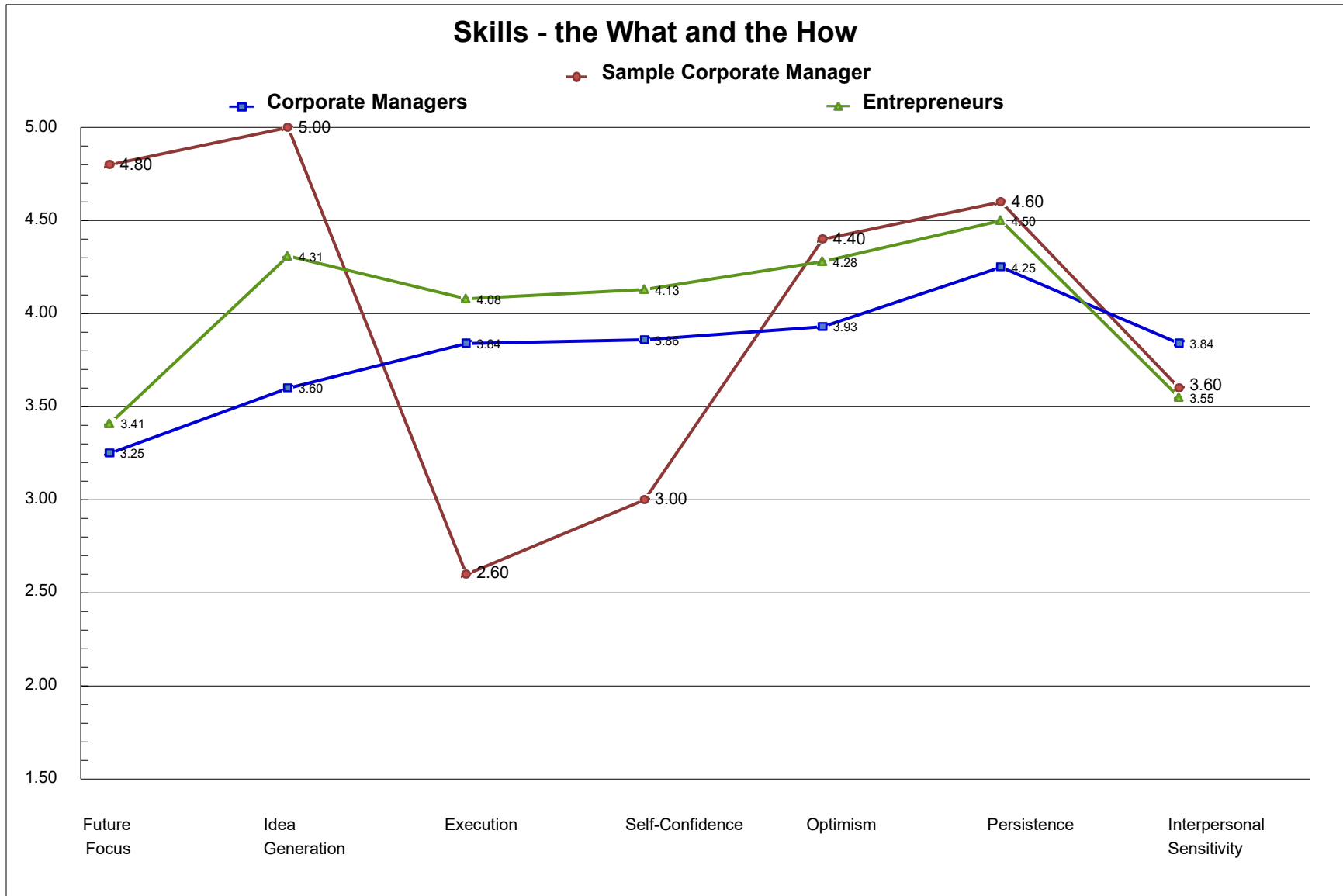
Persistence

The ability to bounce back quickly from disappointment, and to remain persistent in the face of setbacks

Interpersonal Sensitivity

A high level of sensitivity to and concern for the well-being of those with whom one works

Entrepreneurial Mindset Profile: Sample Corporate Manager



Does not describe me well 1 2 3 4 5 Describes me well

Future Focus	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.80	3.25 *	3.41 *
<i>It's more satisfying for me to see quick results than to spend time thinking strategically about the future.</i>	<i>(1.00)</i>	<i>(2.69)</i>	<i>(2.59)</i>
I'm focused on the long term.	5.00	3.81	4.06
I care less about immediate results and more about long-term success.	5.00	3.35	3.57
<i>I usually think more about what I have to accomplish this week than this year.</i>	<i>(1.00)</i>	<i>(3.41)</i>	<i>(3.31)</i>
<i>I'm more focused on the here-and-now than on the long-term.</i>	<i>(2.00)</i>	<i>(2.83)</i>	<i>(2.69)</i>

Idea Generation	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	5.00	3.60 *	4.31 *
<i>Brainstorming is not a particular strength of mine.</i>	<i>(1.00)</i>	<i>(2.04)</i>	<i>(1.58)</i>
<i>I have difficulty generating creative ideas.</i>	<i>(1.00)</i>	<i>(2.19)</i>	<i>(1.58)</i>
I rarely run out of new ideas.	5.00	3.28	4.03
Sometimes the ideas just bubble out of me.	5.00	3.33	4.31
I don't have much trouble coming up with new ideas.	5.00	3.61	4.36

Execution	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	2.60	3.84 *	4.08 *
I'm good at taking a strategy and translating it into tactical action steps.	3.00	4.02	4.21
<i>Often when I come up with a great idea, it's hard to know how to make it a reality.</i>	<i>(4.00)</i>	<i>(2.37)</i>	<i>(2.16)</i>
I'm good at getting things off the drawing board and into operation.	2.00	3.87	4.03
I have a reputation for being able to take an idea and make it work.	4.00	3.93	4.33
I'm good at turning others' ideas into reality.	2.00	3.77	3.97

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Does not describe me well 1 2 3 4 5 Describes me well

Self-Confidence	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.00	3.86 *	4.13 *
<i>I worry that I won't be able to reach my goals.</i>	<i>(3.00)</i>	<i>(2.76)</i>	<i>(2.51)</i>
<i>I have significant doubts regarding my abilities.</i>	<i>(3.00)</i>	<i>(1.82)</i>	<i>(1.62)</i>
I feel good about my skills and abilities.	4.00	4.18	4.46
I am a self-confident person.	3.00	3.96	4.42
<i>I frequently doubt myself.</i>	<i>(4.00)</i>	<i>(2.26)</i>	<i>(2.09)</i>

Optimism	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.40	3.93 *	4.28 *
<i>Others might describe me as a pessimistic person.</i>	<i>(2.00)</i>	<i>(1.93)</i>	<i>(1.51)</i>
Even when things aren't going well, I look on the bright side.	5.00	3.76	4.15
My friends would describe me as an optimistic person.	4.00	3.91	4.37
I can usually see the bright side of most challenges.	5.00	4.00	4.41
<i>I sometimes think there's more bad in the world than good.</i>	<i>(2.00)</i>	<i>(2.07)</i>	<i>(2.01)</i>

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Persistence	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	4.60	4.25 *	4.50 *
I am persistent when pursuing a goal.	4.00	4.29	4.47
When faced with a problem, I keep working toward a solution.	5.00	4.40	4.60
I do not give up easily.	5.00	4.28	4.55
<i>I get discouraged pretty easily.</i>	<i>(2.00)</i>	<i>(1.86)</i>	<i>(1.65)</i>
When I encounter obstacles along my path, I find a way to overcome them.	5.00	4.16	4.54

Interpersonal Sensitivity	Self Score	Corp. Norm Score	Entr. Norm Score
Overall Scale Score	3.60	3.84 *	3.55
<i>I can be a bit hard to work with.</i>	<i>(3.00)</i>	<i>(2.09)</i>	<i>(2.53)</i>
<i>I've sometimes been described as abrasive.</i>	<i>(4.00)</i>	<i>(2.29)</i>	<i>(2.72)</i>
<i>I've been told I can rub people the wrong way.</i>	<i>(2.00)</i>	<i>(2.24)</i>	<i>(2.59)</i>
I'm sensitive to others' feelings.	5.00	3.91	3.82
People describe me as easy to work with.	4.00	3.94	3.77

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