

Profile report for:

James Thorn

Report compiled: **January 08 2015**

Gender: **Male**

Role: **Manager**

Company: **XYZ Corporation**

Introduction

Thank you for completing the Measure of Entrepreneurial Tendencies and Abilities (META).

The test was developed to assess your entrepreneurial potential. This report provides feedback on four core dimensions of entrepreneurship, namely:



Creativity

The ability to generate innovative business ideas



Opportunism

The tendency to spot new business opportunities



Vision

The tendency to have a meaningful mission in life and to see the bigger picture



Proactivity

The energy and willingness to get stuff done straight away

Your score

Your score on each dimension is graphically depicted and normed in relation to a unique archive containing data for thousands of representative adults from diverse countries and cultures. This database includes robust performance criteria for hundreds of jobs and a wide range of industries (comprising both intrapreneurs and entrepreneurs).

The report also provides a total score, which reflects your overall entrepreneurial potential. The higher your score is, the more willing and able you will be to pursue successful entrepreneurial activities.

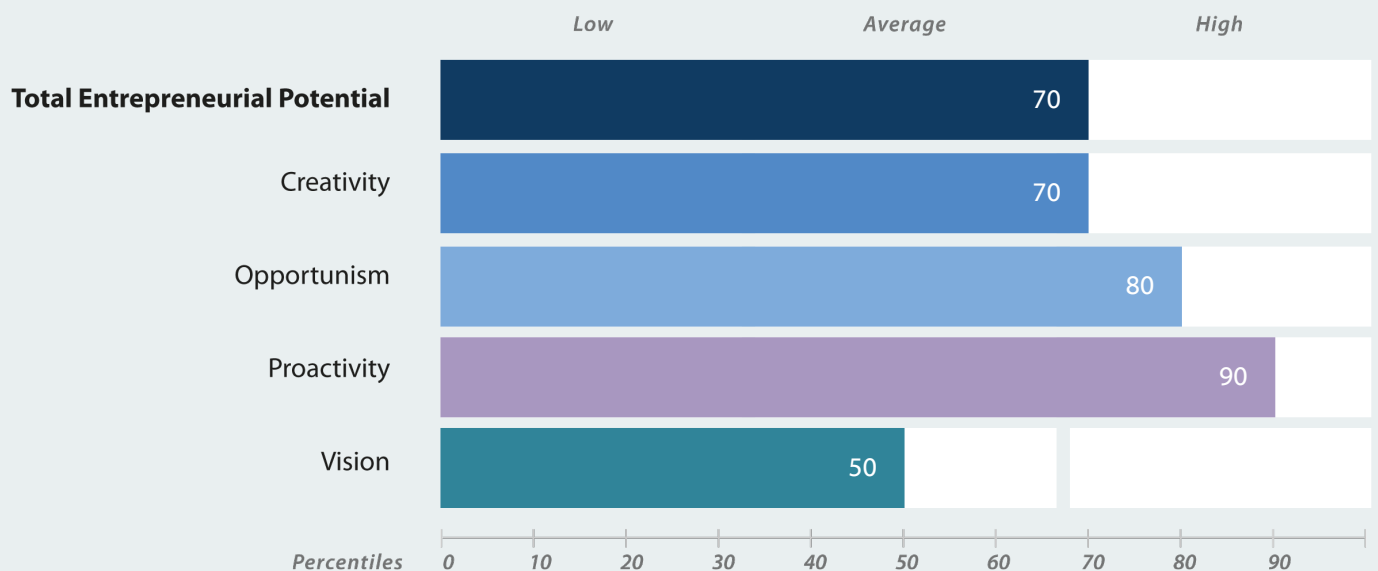
Your report

This report includes scores for your overall entrepreneurial potential and scores and feedback for each of the 4 dimensions of your entrepreneurial profile. It is important to remember that there are no good or bad scores. Instead, feedback is designed to increase your awareness of your own abilities and of areas for potential development. At the end of your report you will find a 'personal development summary'. When reading this summary, try to identify past experiences where you have displayed the behaviours described. This will help you understand how the feedback can be applied in practice.

Your total META score

Your total Meta score - which reflects your overall entrepreneurial potential – is 70. This score means that **your entrepreneurial potential is high**.

The graph below shows both your total score and your score for each of 4 META facets. The graph also provides an indication of your potential in each facet.



The following report provides detailed analysis and interpretation of your scores in each of the dimensions - Creativity, Opportunism, Proactivity and Vision - both in terms of behavioural implications and personal development.

The final section of your report – Building on your Potential - summarises the developmental recommendations arising from your profile: The strengths you can build on and the weaknesses you should address.

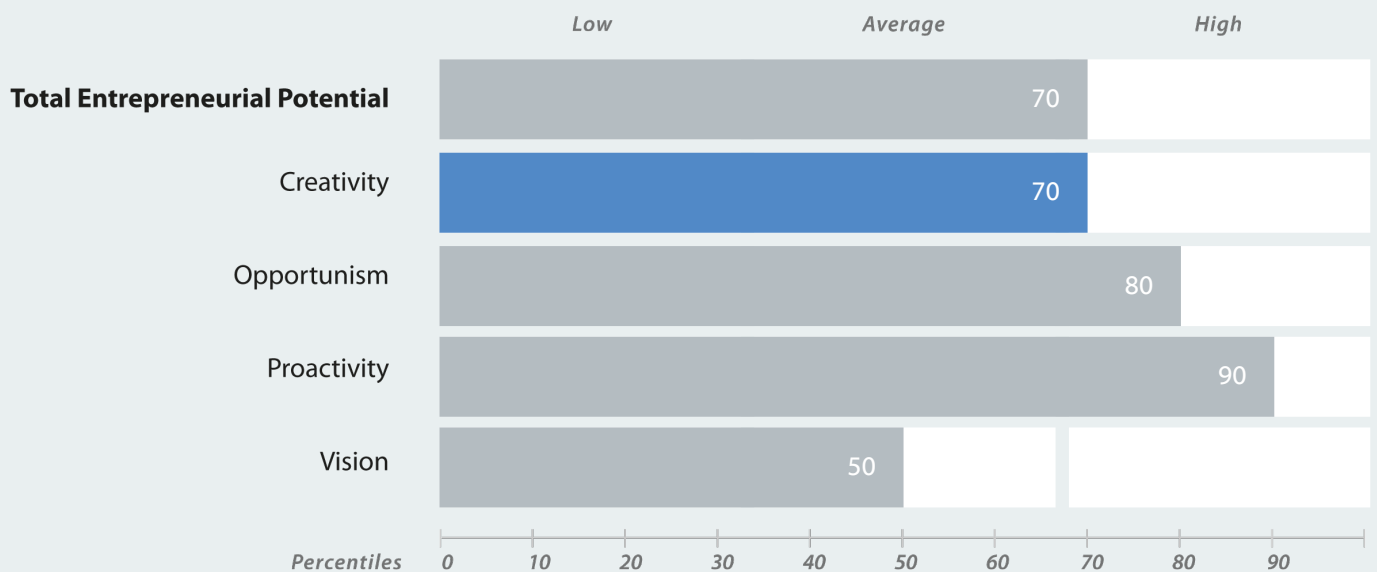
Entrepreneurial Creativity



The ability to generate innovative business ideas (relates to non-conformity, originality and preference for novel experiences)

Creativity is one of the most important ingredients of entrepreneurship. This dimension of META assesses your ability to generate innovative business ideas and is related to non-conformity, originality and a preference for novel experiences.

Your score on this dimension is 70. This score means that you are in the top 30% of scores and that **your potential in this dimension is high.**



Behavioural implications

People with your entrepreneurial creativity score tend to be natural 'blue-sky' thinkers, capable of **generating a multiplicity of original ideas**. You are able to look at business issues from a variety of different perspectives and you are capable of **finding innovative solutions to both old and new problems**. You have a panoptic view of the world and, as such, you are capable of seeing the bigger picture when others see only detail and complexity.

Your profile suggests you are curious and open-minded. In line, **you are comfortable with uncertainty and can tolerate ambiguity and complexity**. New projects and initiatives are likely to hold no fear for you.

Because of your curious nature, you may have a tendency to get bored quickly, especially if you are working on routine tasks that are familiar, predictable or too structured. You enjoy working independently and you like to do things your own way rather than following instructions. One of the drawbacks of this is that **people may sometimes find you difficult to manage**.

Because of your aversion to routine and detail **you may perform best when you are surrounded by good executors**, especially if these people are willing to provide honest and constructive criticism.

People with high entrepreneurial creativity:

Strong points	Soft spots
Are divergent thinkers; think 'outside the box'	Tend not to be enthused by other people's ideas
Identify new problems and address existing problems in new ways	Can be uninterested in rule-bound problems
Are non-conformists who handle complexity well	May find it hard to maintain focus on a single idea; may have poor attention to detail
Are capable of adapting to change	May find it difficult to cope with routine
Are able to work independently	Can be unpredictable and difficult to manage

Personal development

- **Keep Doing** — Keep identifying and solving problems in unconventional ways. Viewing a problem from a variety of perspectives will help you spot things that others will not see.
- **Start Doing** — Start to become more aware of your behaviour and how it may affect your colleagues. Creative people like you can be mercurial and impulsive. You may also, sometimes, be too dismissive of others ideas. These behaviours can lead to problems with colleagues.
- **Stop Doing** — Stop assuming people share the same enthusiasm for challenging the status-quo. Conventional thinkers are likely to require more support and more convincing when it comes to new ideas and the value of change. Try to bring people with you.

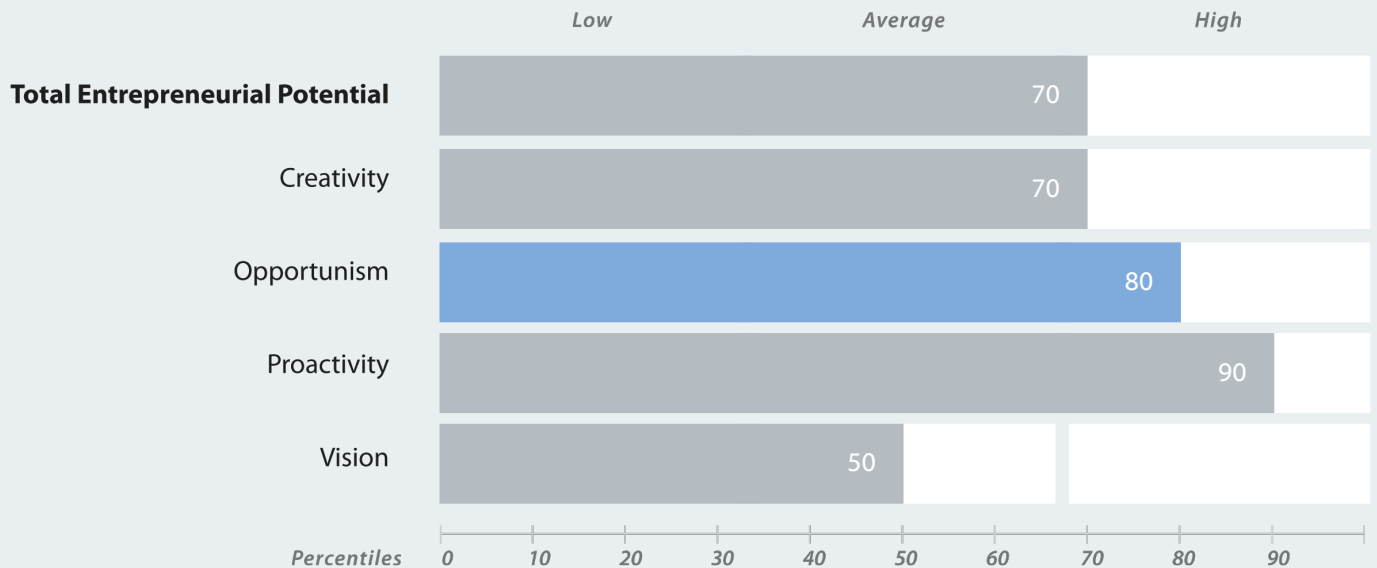
Entrepreneurial Opportunism



The tendency to spot new business opportunities (relates to being alert informed, and detecting future trends)

Opportunism is essential to entrepreneurship because it increases the likelihood of spotting profitable business openings. Indeed, an opportunistic mindset is a key element of the personality of successful entrepreneurs (Byrne, 2011). Entrepreneurial people see things most people don't. They are always alert for new openings and have a gut feeling about new business ventures.

Your score on this dimension is 80. This score means that you are in the top 20% of scores and that **your potential in this dimension is high.**



Behavioural implications

Your score suggests that you are **unlikely to miss opportunities when they present themselves**, not least because you are constantly on the lookout for them. You are easily excited by new business ideas and see opportunities where others see only challenges and problems.

People with your profile are adaptable and respond positively to change. **You have no problem improvising, especially when an unexpected opportunity arises.** Like highly creative people you take a panoptic view of the world and, as such, you are capable of seeing the bigger picture when others can only see detail and complexity. **You are likely to be energized by new projects and initiatives and to energize others with your enthusiasm.**

Your appetite for the next great opportunity may result in a lack of discrimination between genuine business opportunities and things that are simply interesting. This, when coupled with a **tendency to default to “yes”** when you are offered projects, could see you committing to too many things without finishing any of them.

People with your profile also tend to **focus exclusively on the potential upside of a business idea and overlook or ignore the potential downsides**. This optimistic cognitive style is typical of risk-takers and it is useful to mitigate this risk by listening to the views of other, more sceptical colleagues.

People with high entrepreneurial opportunism:

Strong points	Soft spots
Are highly alert to new trends	May be distracted by new projects
Take a panoptic view of the world	Can find it hard to focus on a single idea
Are energized by new opportunities and projects	May over-estimate the value of new opportunities; can be too excited by novelty
Are able to connect seemingly unrelated events	Often assume things are simpler than they really are
Are good at multi-tasking	Can find it hard to focus on a single task

Personal development

- **Keep Doing** — Keep being alert to business opportunities. Keep being energised by business opportunities.
- **Start Doing** — Start being more discriminating when it comes to the opportunities you pursue. It is possible that you spread your efforts too thinly and, as a result, fail to make the most of the best opportunities. Start listening to more sceptical colleagues. They will never see the opportunities you see but they can help you sort the wheat from the chaff.
- **Stop Doing** — Stop being distracted by every new project, idea or trend. Although opportunistic individuals are always thinking of the next thing, it is important to prioritise your time, energy and resources.

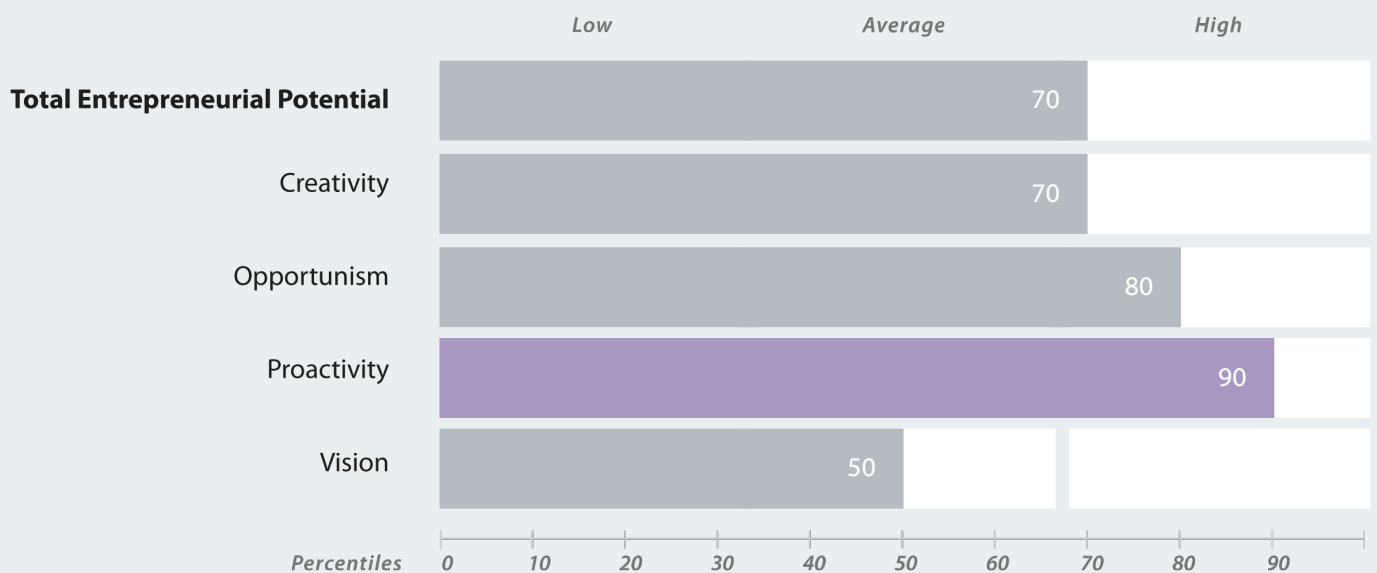
Entrepreneurial Proactivity



The tendency to be proactive about projects and get stuff done (relates to energy, confidence and self-determination)

Proactivity is essential to entrepreneurship because it transforms innovative ideas and potential opportunities into concrete products and services. Indeed, proactivity is the energising human force that makes things happen, and most experts agree that one of the few essential characteristics of entrepreneurial people is that they get a lot of things done. This proactive element of entrepreneurship is also evidenced in the etymology of the term, *entreprendre*, which means “to undertake” and, despite what George W. Bush said, the French do have a word for it, too: *entreprendre*).

Your score on this dimension is 90. This score means that you are in the top 10% of scores and that **your potential in this dimension is high.**



Behavioural implications

Your score suggests that **you are confident, persistent, resilient and goal-driven**. You have high energy levels and get a lot of stuff done. You have a hands-on approach to work and rarely procrastinate. You believe in yourself and in your ability to determine outcomes. **You are willing to take risks and you are not afraid of failure** (an essential component of entrepreneurial activity). In short, **if something needs doing, you will get it done**.

You tend to be dominant in work situations and enjoy influencing others. You are likely to be a **confident decision maker** and this confidence can inspire others. You rarely shy away from expressing your views and in small groups you are likely to emerge as a leader.

You can be impulsive and you may occasionally jump onboard projects before considering all the consequences with a cool head. Also, the fact that you believe in yourself and your own abilities to the extent that you do may sometimes mean that you are **unwilling to delegate and end up taking too much on**. You can become frustrated when things cannot be done as quickly as you would like and **sometimes you may come across to others as pushy or too bold**. Finally, your competitive spirit can sometimes make it hard for you to give up, even when you should.

People with high entrepreneurial proactivity:	
Strong points	Soft spots
Get a lot of stuff done	Are impatient when things cannot be done as quickly as they would like
Are good at leading from the front	Can come across as pushy or too bold
Are energetic, enthusiastic, and confident	Can be over-confident and impulsive
Persist even in the face of adversity	Can find it hard to give up, even when they should
Have a competitive spirit and enjoy hard challenges	May be too focused on the task to get along with others

Personal development

- **Keep Doing** — Keep being persistent, driven and confident as these behaviours help turn creative ideas and business opportunities into a reality.
- **Start Doing** — Start to identify when a project has failed and when your efforts would be better focused elsewhere. Although your optimism and resilience is a strength, these characteristics may make it hard for you to give up. In sum, try to work smarter, not harder.
- **Stop Doing** — Stop becoming frustrated when people do not display the same sense of urgency as you do when completing their work. Instead, try to understand if they are having difficulties with something and work towards overcoming it together.

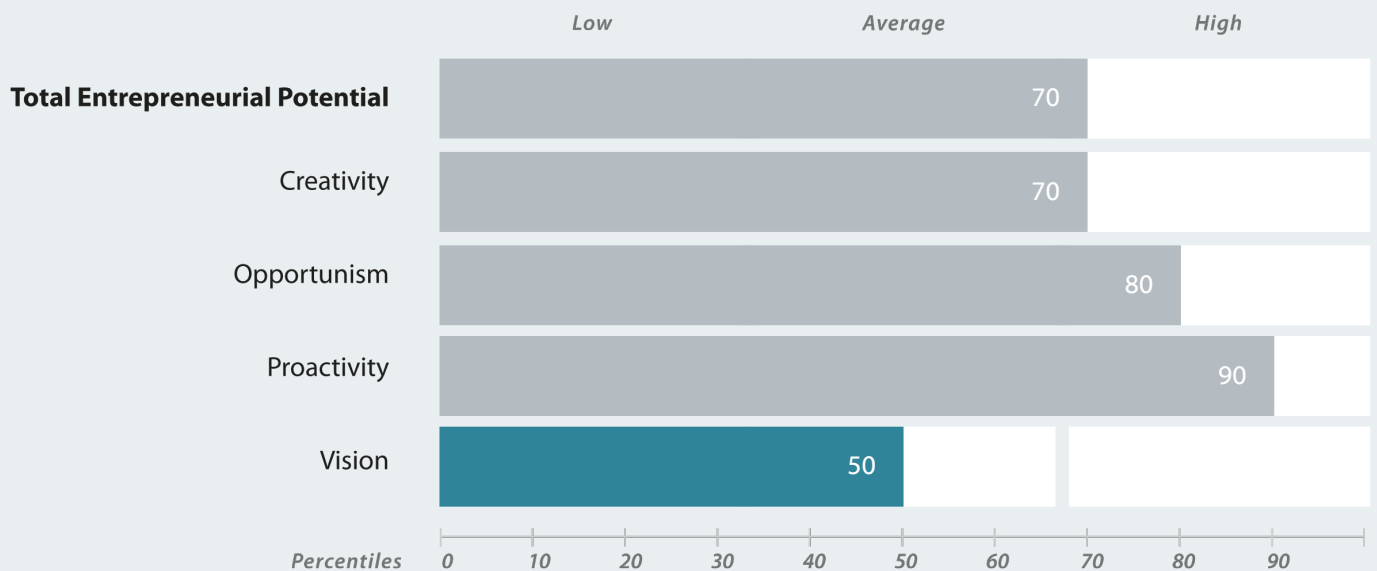
Entrepreneurial Vision



The ability to see the bigger picture, the motivation to bring change and create progress (relates to values and having a higher sense of purpose)

Vision is an essential ingredient of entrepreneurship because it is the driving engine behind many of the great undertakings the world has witnessed. Imagine a world without Google, Wikipedia, or Skype. Unless you are technophobic, you will appreciate the improvements these businesses have brought to our world. And yet these businesses did not exist 15 years ago, except in the minds of their creators. Successful entrepreneurs have always been inspired by a world-changing vision and such visions shape the way we live and drive economic and social progress.

Your score on this dimension is 50. This score means that you are in the bottom 50% of scores and that **your potential in this dimension is average.**



Behavioural implications

Your score suggests **you sit somewhere between people who are pragmatic and realistic and people who are visionaries and idealists.**

You are not immune to the excitement of big ideas and bold visions but you tend to approach them with more caution than a thoroughgoing idealist. **Your outlook could be described as hopeful but realistic.** As such, you will usually choose to pursue goals you see as attainable rather than more exciting but uncertain aims. On the other hand you are unlikely to greet big ideas with cynicism.

You are not without values or ambition but, at work, **you are more likely to be driven by tangible rewards and incentives than you are by grand ideas or visions** (you tend to be extrinsically rather than intrinsically motivated). Again though, when your imagination is captured, and if you think something is feasible, you are able to sacrifice short-term incentives for longer-term rewards.

Although you are capable of engaging enthusiastically with complex and long-term strategic visions, your focus often shifts back to your short-term career goals. **Your outlook on life is generally positive but you can be hugely pessimistic about projects that seem too complex or difficult** and may sometimes fail to see things through as a result.

People with average entrepreneurial vision:

Strong points	Soft spots
Have a realistic outlook on the future	May aim too low to achieve really big things
Are self-motivated and easily engaged at work	Can be too sceptical about big ideas and bold initiatives
Are able to balance short- and long-term incentives and rewards	Are sometimes overly focused on current tasks
Can focus on concrete plans and tangible profits	Are not natural strategic thinkers
Are open to big but feasible ideas	Can focus on themselves at the expense of the bigger picture

Personal development

- **Keep Doing** — Keep applying your critical skills and practical, realistic outlook to prospective projects and initiatives. Your insights can usefully moderate the views of your colleagues.
- **Start Doing** — Start to engage with more complex and long-term strategic visions. Rather than focus on short-term goals, try to see the 'bigger picture' and focus on the long-term benefits that result from more ambitious ventures.
- **Stop Doing** — Stop feeling pessimistic when faced with projects that seem overly complex and difficult. When you are feeling doubtful or overwhelmed try to break the strategy down into more manageable chunks.

Building on your potential

Building on strengths:

- Keep identifying and solving problems in unconventional ways. Viewing a problem from a variety of perspectives will help you spot things that others will not see.
- Keep being persistent, driven and confident as these behaviours help turn creative ideas and business opportunities into a reality.
- Keep being alert to and energised by business opportunities. Enthusiasm is contagious.
- Keep applying your critical skills and practical, realistic outlook to prospective projects and initiatives. Your insights can usefully moderate the views of your more idealistic colleagues.

Addressing weaknesses:

- Start to become more aware of your behaviour and how it may affect your colleagues. Creative people like you can be mercurial and impulsive. You may also, sometimes, be too dismissive of others ideas.
- Start to identify when a project has failed and when your efforts would be better focused elsewhere. Although your optimism and resilience is a strength, these characteristics may make it hard for you to give up. In sum, try to work smarter, not harder.
- Start being more discriminating. It is possible that you spread your efforts too thinly and, as a result, fail to make the most of the best opportunities. Start listening to more sceptical colleagues. They will never see the opportunities you see but they can help you sort the wheat from the chaff.
- Start to engage with more complex and long-term strategic visions. Rather than focus on short-term goals, try to see the 'bigger picture' and focus on the long-term benefits that result from more ambitious ventures.

Things to stop:

- Stop assuming people share the same enthusiasm for challenging the status-quo. Conventional thinkers are likely to require more support and more convincing when it comes to new ideas and the value of change. Try to bring people with you.
- Stop becoming frustrated when people do not display the same sense of urgency as you do when completing their work. Instead, try to understand if they are having difficulties with something and work towards overcoming it together.
- Stop being distracted by every new project, idea or trend. Although opportunistic individuals are always thinking of the next thing, it is important to prioritise your time, energy and resources.
- Stop feeling pessimistic when faced with projects that seem overly complex and difficult. When you are feeling doubtful or overwhelmed try to break the project down into more manageable chunks.