



**ENTREPRENEURIAL
MINDSET PROFILE®**
INSPIRE ACTIVATE UNLEASH

**INDIVIDUAL FEEDBACK REPORT
SAMPLE INDIVIDUAL ENTREPRENEUR
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Thank you for taking the **ENTREPRENEURIAL MINDSET PROFILE® (EMP)**. We hope you find this feedback report to be beneficial as you consider, develop and leverage your unique strengths in entrepreneurial mindset. Just a few reminders as you explore your results:

- The philosophy underlying the EMP suggests that some aspects of the entrepreneurial mindset are relatively stable characteristics and behaviors (the **Personality Scales**), and others are cognitive and problem-solving skills which can be more easily learned and developed (the **Skills Scales**). Your feedback report presents scores on both sets of scales—Personality and Skills—which are compared to an entrepreneur norm group as well as a corporate manager norm group.
- There are no "good" or "bad" scores on the EMP. Your results will not tell you whether you **are**, or **are not**, entrepreneurial or whether you **should**, or **should not**, become an entrepreneur. Rather, they help you identify ways in which you are most and least like entrepreneurs *in general* and corporate managers *in general*. Also, the way in which you interpret your results—the degree to which you believe your scores are serving you well or presenting stumbling blocks or both—is *context-dependent*. To a very large extent, professional satisfaction depends on the goodness of fit between an individual's characteristics and abilities, and the context, which includes the nature of the work, that person's role, the type of organization and the needs of various stakeholders. Therefore, an effective response to your scores involves identifying and leveraging your relatively higher scores in pursuit of your goals and deciding the most appropriate response to your relatively lower scores.
- A "strengths-based" approach can help you target areas for development. Research suggests that you can enhance your performance more easily by clearly identifying and leveraging your unique strengths rather than solely concentrating on your weaknesses. As you look through your report, pay close attention to your own relatively high scores, as identified in the **Personality** and **Skills Profiles** (pages 6 & 13). Please note that while high scores on the EMP are considered strengths, and can confer tremendous benefits, it's also possible for strengths to be *overplayed*, inadvertently causing challenges or even preventing you from achieving your goals. One good way to take full advantage of your strengths without overusing them is to consider applying them in service of a new goal or endeavor. Long-standing strengths applied to new situations or goals can be very powerful.
- Sometimes the most effective response to a low score is to work very intentionally on enhancing it. For example, if you score low on Idea Generation and if you believe that scale is important for success in your current or desired line of work, it might be worth taking the time and going to the effort to learn and practice techniques for generating a greater number of novel ideas. Sometimes, however, you might decide that it is not worth expending energy to develop a skill on which you scored relatively lower, depending on your current context.

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

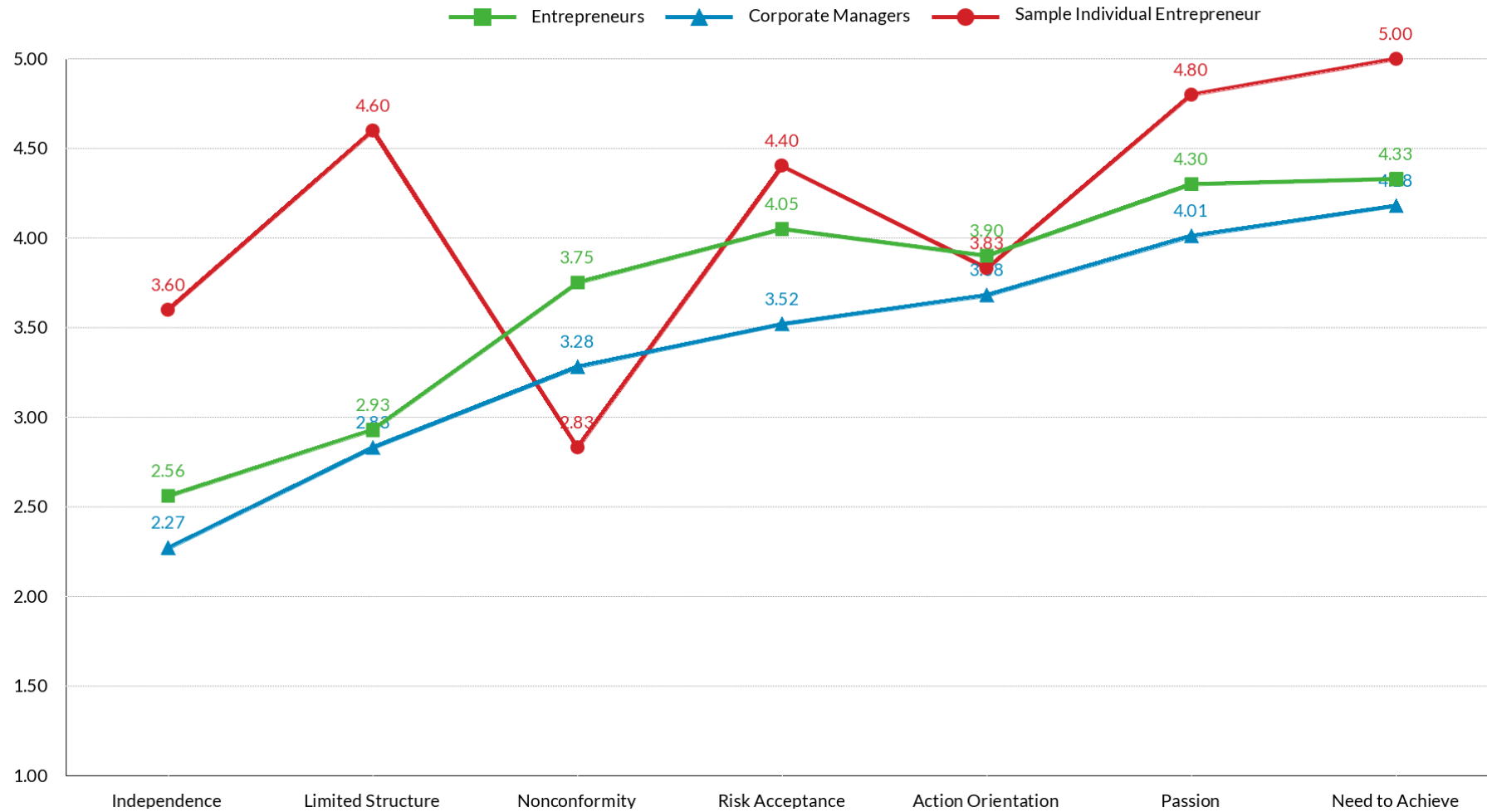


NEED TO ACHIEVE

The desire to achieve at a high level

SAMPLE INDIVIDUAL ENTREPRENEUR

Personality - the Who and the Why



Personality Profile

Below are the benefits and challenges for your particular scores on the Personality Profile. Please note that not all of the bullet points will necessarily be true for you, but please consider the ones which are most applicable to your current situation, job role and future plans. Also, keep in mind that the scales highlighted in this section are your highest and lowest scores *relative to the norm groups*, not necessarily the highest and lowest scores in an absolute sense. **High and low scores are identified compared to the entrepreneur norm.**

HIGHER SCORES



Limited Structure

Benefits

- Enjoy working on tasks without clear parameters
- Are able to flourish in highly ambiguous situations
- Work successfully without following a step-by-step process

Challenges

- May feel very uncomfortable in organizations or situations requiring a high degree of adherence to structure
- May be seen by others as insufficiently respectful of precedence and policy



Independence

Benefits

- Work comfortably in situations in which no one is providing you guidance
- Feel capable of setting your own direction and establishing priorities
- Aren't afraid to make big decisions even when others aren't available for consultation

Challenges

- May feel ill at ease with suggestions or requests from others, resulting in behavior that is viewed as disruptive
- May be uncomfortable in an environment in which most decisions are made by consensus

LOWER SCORES



Nonconformity

Benefits

- Are unlikely to take an unpopular stand simply for the sake of being different
- Are viewed by others as someone who doesn't "rock the boat"
- Have a steadiness or stability that can be helpful, especially in times of crisis

Challenges

- May be reluctant to get involved in conflicts or issues that are critical to the business
- May be uncomfortable taking a stand even when doing so would be very helpful



Action Orientation

Benefits

- Value consensus-building
- Are unlikely to rush into decisions that could benefit from additional information
- Seek additional information or perspectives before immediately taking action

Challenges

- May be seen as a procrastinator
- May be viewed as unproductive or indecisive

Personality Items

For each item, respondents are asked to indicate how well it describes them on a 5-point scale running from "1" (does not describe me well) to "5" (describes me well). **Items and scores in italics are reverse-scored.** For example, one of the items in the Independence scale is "I like to consult with others on important decisions." The more independent someone is, the more likely they would 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 reverse-scored items, 5s are converted to 1s, 4s to 2s, 2s to 4s, and 1s to 5s. Ratings of 3, already at the mid-point of the range, remain as 3. **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 Self Score on this scale.

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

INDEPENDENCE

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	3.60	2.27 *	2.56 *
I like to consult with others on important decisions.	<i>(2.00)</i>	<i>(3.81)</i>	<i>(3.76)</i>
I like to work independently.	<i>(2.00)</i>	<i>(3.52)</i>	<i>(2.89)</i>
I like to work with others.	<i>(2.00)</i>	<i>(3.70)</i>	<i>(3.41)</i>
I like to work on my own.	4.00	2.50	2.79
I like to work with others on important decisions.	<i>(4.00)</i>	<i>(4.25)</i>	<i>(4.08)</i>

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

Items and scores in italics are reverse-scored. (See page 7.) * Asterisks indicate significant differences. (See page 7.)

 **LIMITED STRUCTURE**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	4.60	2.83 *	2.93 *
I find it difficult to...	5.00	2.97	3.19
I am not very organized.	5.00	2.67	2.72
I am not very organized. <i>(reverse-scored)</i>	4.00	2.92	3.05
I am not very organized. <i>(reverse-scored)</i>	<i>(2.00)</i>	<i>(3.30)</i>	<i>(3.40)</i>
I prefer to work alone.	<i>(1.00)</i>	<i>(3.19)</i>	<i>(3.02)</i>

 **NONCONFORMITY**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	2.83	3.28 *	3.75 *
I prefer to work alone.	4.00	3.54	4.34
I am not very organized.	4.00	2.68	3.33
I am not very organized. <i>(reverse-scored)</i>	1.00	3.27	3.84
I am not very organized. <i>(reverse-scored)</i>	2.00	3.78	3.96
I am not very organized. <i>(reverse-scored)</i>	<i>(3.00)</i>	<i>(3.15)</i>	<i>(2.87)</i>
I tend to be late.	<i>(3.00)</i>	<i>(2.50)</i>	<i>(2.17)</i>

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

Items and scores in italics are reverse-scored. (See page 7.) * Asterisks indicate significant differences. (See page 7.)

 **RISK ACCEPTANCE**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	4.40	3.52 *	4.05 *
I am willing to take risks.	5.00	3.70	4.30
I am not willing to take risks.	<i>(2.00)</i>	<i>(2.97)</i>	<i>(2.51)</i>
I am willing to take risks.	5.00	3.88	4.41
I am not willing to take risks.	<i>(2.00)</i>	<i>(2.40)</i>	<i>(1.94)</i>
I am willing to take risks.	<i>(2.00)</i>	<i>(2.61)</i>	<i>(2.01)</i>

 **ACTION ORIENTATION**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	3.83	3.68 *	3.90 *
My actions are often impulsive.	<i>(4.00)</i>	<i>(2.99)</i>	<i>(2.97)</i>
Very often I think about my actions before I do them.	5.00	3.71	4.03
I often think about my actions before I do them.	5.00	4.05	4.47
I often think about my actions before I do them.	<i>(3.00)</i>	<i>(2.04)</i>	<i>(1.89)</i>
I often think about my actions before I do them.	5.00	3.97	4.27
I tend to act impulsively.	3.00	3.42	3.59

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

Items and scores in italics are reverse-scored. (See page 7.) * Asterisks indicate significant differences. (See page 7.)

 **PASSION**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	4.80	4.01 *	4.30 *
<i>Motivated to start a business</i>	<i>(2.00)</i>	<i>(2.29)</i>	<i>(2.11)</i>
<i>I am a person who likes to take risks</i>	<i>(1.00)</i>	<i>(2.60)</i>	<i>(2.35)</i>
<i>I am a person who likes to work for myself</i>	<i>(1.00)</i>	<i>(1.73)</i>	<i>(1.37)</i>
I am a person who likes to work for others	5.00	4.35	4.72
I am a person who likes to work for myself	5.00	4.36	4.61

 **NEED TO ACHIEVE**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	5.00	4.18 *	4.33 *
I am a person who likes to work for myself	5.00	4.43	4.50
I am a person who likes to work for others	5.00	4.37	4.40
<i>I am a person who likes to work for myself</i>	<i>(1.00)</i>	<i>(2.49)</i>	<i>(2.44)</i>
I am a person who likes to work for others	5.00	4.27	4.52
I am a person who likes to work for myself	5.00	4.27	4.65

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

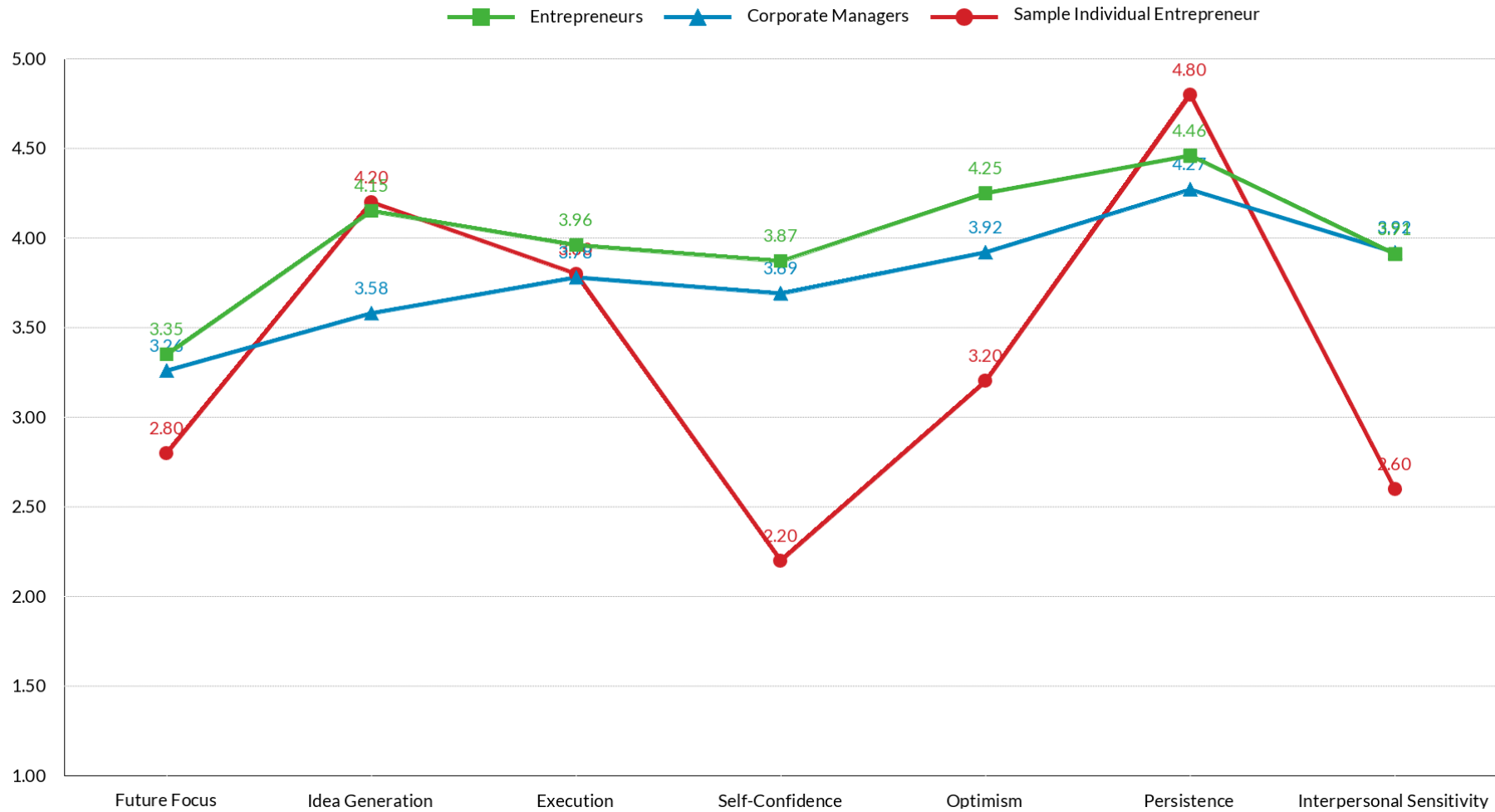


INTERPERSONAL SENSITIVITY

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

SAMPLE INDIVIDUAL ENTREPRENEUR

Skills - the What and the How



Skills Profile

Below are the benefits and challenges for your particular scores on the Skills Profile. Please note that not all of the bullet points will necessarily be true for you, but please consider the ones which are most applicable to your current situation, job role and future plans. Also, keep in mind that the scales highlighted in this section are your highest and lowest scores *relative to the norm groups* and not necessarily your highest and lowest scores in an absolute sense. **High and low scores are identified compared to the entrepreneur norm.**

HIGHER SCORES



Persistence

Benefits

- May be viewed as tenacious and determined in pursuit of goals
- Demonstrate stamina despite setbacks or obstacles
- Continue to work toward solutions when faced with problems

Challenges

- May be so myopic about achieving a goal that necessary course corrections aren't made
- May not know when to give up



Idea Generation

Benefits

- Are able to make novel associations and see new possibilities which move organizations forward
- Likely enjoy and are good at brainstorming
- Rarely find yourself at a loss for ideas about how to solve tricky problems

Challenges

- May be seen as impractical or unrealistic by others
- May be perceived as being inefficient or unproductive

LOWER SCORES



Self-Confidence

Benefits

- Are likely to be perceived as humble
- May deflect compliments in order to give credit to colleagues
- Are unlikely to be seen as self-aggrandizing

Challenges

- May not engender confidence in others
- May not be willing to try new things or take on new challenges



Interpersonal Sensitivity

Benefits

- Are likely to be very task-focused and results-oriented
- May find it easy and natural to prioritize the activities most important for business success
- May be able to make tough decisions about people when necessary

Challenges

- May alienate others by failing to attend and respond to their feelings
- May have difficulty engendering loyalty in the people who work with and for you

Skills Items

For each item, respondents are asked to indicate how well it describes them on a 5-point scale running from "1" (does not describe me well) to "5" (describes me well). **Items and scores in italics are reverse-scored.** For example, one of the items in the Future Focus scale is "I'm more focused on the here-and-now than on the long-term." The more future-focused someone is, the more likely they would be 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 reverse-scored items, 5s are converted to 1s, 4s to 2s, 2s to 4s, and 1s to 5s. Ratings of 3, already at the mid-point of the range, remain as 3. **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 Self Score on this scale.

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

FUTURE FOCUS

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	2.80	3.26 *	3.35 *
<i>It's more important to focus on the here-and-now than on the long-term.</i>	<i>(3.00)</i>	<i>(2.70)</i>	<i>(2.65)</i>
	4.00	3.91	4.09
	3.00	3.29	3.43
	<i>(4.00)</i>	<i>(3.42)</i>	<i>(3.42)</i>
<i>I'm more focused on the here-and-now than on the long-term.</i>	<i>(4.00)</i>	<i>(2.78)</i>	<i>(2.75)</i>

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

Items and scores in italics are reverse-scored. (See page 14.) * Asterisks indicate significant differences. (See page 14.)

 **IDEA GENERATION**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	4.20	3.58 *	4.15
<i>Brainstorming ideas</i>	<i>(1.00)</i>	<i>(2.08)</i>	<i>(1.87)</i>
<i>I have many ideas</i>	<i>(4.00)</i>	<i>(2.21)</i>	<i>(1.63)</i>
I have ideas that are different from others.	4.00	3.19	3.73
I see opportunities where others do not.	5.00	3.42	4.28
I do not see opportunities where others do.	5.00	3.59	4.24

 **EXECUTION**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	3.80	3.78	3.96 *
I'm good at planning.	4.00	4.05	4.09
<i>Control my time</i>	<i>(3.00)</i>	<i>(2.45)</i>	<i>(2.38)</i>
I'm good at organizing.	4.00	3.83	4.04
I'm good at delegating.	5.00	3.83	4.22
I'm good at following through.	3.00	3.67	3.87

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

Items and scores in italics are reverse-scored. (See page 14.) * Asterisks indicate significant differences. (See page 14.)

 **SELF-CONFIDENCE**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	2.20	3.69 *	3.87 *
<i>I am confident in my abilities.</i>	<i>(4.00)</i>	<i>(3.02)</i>	<i>(3.01)</i>
<i>I am confident in my decisions.</i>	<i>(4.00)</i>	<i>(1.87)</i>	<i>(1.79)</i>
I am confident in my ability to lead others.	3.00	4.06	4.25
I am confident in my ability to take risks.	2.00	3.86	4.23
<i>I am confident in my ability to handle stress.</i>	<i>(4.00)</i>	<i>(2.47)</i>	<i>(2.19)</i>

 **OPTIMISM**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	3.20	3.92 *	4.25 *
<i>Optimism is a good thing.</i>	<i>(3.00)</i>	<i>(1.81)</i>	<i>(1.53)</i>
<i>Failure is a good thing.</i>	<i>(3.00)</i>	<i>(3.79)</i>	<i>(4.22)</i>
I am optimistic about the future.	3.00	3.97	4.41
I am optimistic about my future.	3.00	4.04	4.41
<i>I see the good in every situation.</i>	<i>(2.00)</i>	<i>(2.26)</i>	<i>(2.17)</i>

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

Items and scores in italics are reverse-scored. (See page 14.) * Asterisks indicate significant differences. (See page 14.)

 **PERSISTENCE**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	4.80	4.27 *	4.46 *
I am persistent.	5.00	4.32	4.50
When I start something, I finish it.	5.00	4.42	4.59
I am a person who gives up easily.	5.00	4.35	4.54
I give up when things get difficult.	<i>(2.00)</i>	<i>(1.99)</i>	<i>(1.87)</i>
When I start something, I finish it.	5.00	4.22	4.57

 **INTERPERSONAL SENSITIVITY**

Individual Item	Self Score	Corporate Norm Score	Entrepreneur Norm Score
Overall Scale Score	2.60	3.92 *	3.91 *
I can understand other people's feelings.	<i>(5.00)</i>	<i>(1.96)</i>	<i>(2.08)</i>
I am sensitive to other people's feelings.	<i>(4.00)</i>	<i>(2.26)</i>	<i>(2.28)</i>
I am a person who is sensitive to other people's feelings.	<i>(4.00)</i>	<i>(2.17)</i>	<i>(2.23)</i>
I am a person who is not sensitive to other people's feelings.	4.00	3.96	4.08
People's feelings affect my behavior.	4.00	4.03	4.05

Next Steps

- After looking carefully at your report, please click on the following links to view the **EMP Feedback Video** ([\[redacted\]](#)) and **EMP Development Guide** ([\[redacted\]](#)). This guide will help you interpret your results, offer tips on each scale and provide resources for successful action planning and ongoing development.
- Although you probably will focus on your highest and lowest scales, we encourage you to read the descriptions and development suggestions for *all* of the scales to get an overall view. Many of the scales are closely linked, and reading the Development Guide in its entirety could help you increase your effectiveness in a variety of areas related to entrepreneurship.
- Pay close attention to the section on Successful Action Planning. Creating specific, measurable goals is an important part of leveraging your existing strengths and enhancing skill sets that would benefit you.
- Keep the future in mind by devoting a specific amount of time each week to your development and seeking additional support from colleagues or outside sources.

The EMP was developed by



ECKERD COLLEGE

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