








Entrepreneurial Mindset Profile® (EMP) Scales and Tips


Personality Scales—The Who and the Why	
Independence	<p>The desire to work with a high degree of independence</p> <p> How much do you question yourself after making a decision? Stop second-guessing, and be confident in your decision-making abilities. Instead of waiting to get approval before you make decisions, try informing after the fact. Get clarity from your supervisor as to when it's okay to move forward without guidance and when consultation is essential. When a new situation arises, communicate that you plan to go ahead with your decision unless you hear otherwise from him within a designated timeframe.</p>
Preference for Limited Structure	<p>A preference for tasks and situations with little formal structure</p> <p> Loosening the structure may produce new opportunities for synergy and integration that you haven't seen before. Start with low-risk situations, ask people for their reactions to the changes, and then adapt accordingly.</p>
Nonconformity	<p>A preference for acting in unique ways; an interest in being perceived as unique</p> <p> Be willing to advocate new or unpopular decisions. Don't wait for others to agree with you first or get your boss's approval. Take a stand for things you really believe in even if you're not sure others will like them. Be willing to be the "lone voice" for causes that are important to you.</p>
Risk Acceptance	<p>A willingness to pursue an idea or a desired goal even when the probability of succeeding is low</p> <p> Feed your competitive spirit. Think about the upside (rather than the downside) to taking risks, going for small wins at the beginning and building your way up to more challenging ones. Develop options for how you might perform better against competitors by adopting riskier, more innovative solutions.</p>
Action Orientation	<p>A tendency to show initiative, make decisions quickly, and feel impatient for results</p> <p> Are you a procrastinator? Whether it is because you thrive on doing things at the last minute, have a perfectionist streak in you that holds up projects until everything is just right, or have a tendency to analyze things to death, putting off accomplishments can seriously sidetrack productivity. Break tasks into smaller pieces, and commit to doing them in small increments, even when you're slightly uncomfortable with the pace.</p>
Passion	<p>A tendency to experience one's work as exciting and enjoyable rather than tedious and draining</p> <p> Set aside an hour or so to go somewhere quiet and peaceful where you won't be disturbed. Think about—and perhaps write about—the times and situations in which you feel "in the flow," when you're working on something so engaging and interesting that you almost lose track of time. What is it you're doing during those times? Are you solving tricky problems? Envisioning exciting new possibilities? Working side-by-side with a highly energized team? Helping others? Think about ways in which you can incorporate more of those activities into your work.</p>
Need to Achieve	<p>The desire to achieve at a high level</p> <p> Show an interest in building cross functional skills and knowledge in different areas. Force yourself to keep your technical skills current even if you think they're outside the scope of your immediate position. Publicize that you're interested in your own development and let your career desires be known.</p>



ENTREPRENEURIAL MINDSET PROFILE[®]

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Skills Scales—The What and the How

Future Focus	<p>The ability to think beyond the immediate situation and plan for the future</p> <p> You may be doing everything right today, but if you're not thinking about what you need to do to succeed tomorrow or five years from now, you run the risk of being beat by your competitors. Create a vision for the future and the steps you need to take to get there. Think strategically about tasks. Take into consideration the interdependence of different departments and how important it is that different groups function well together.</p>
Idea Generation	<p>The ability to generate multiple and novel ideas, and to find multiple approaches for achieving goals</p> <p> Challenge yourself to get "right-brained" in order to generate novel ideas. First, write down a question (e.g., how could we innovate our business model?) or a problem (e.g., how can we compete with organizations with more resources?). Then, visit an art museum or view an image gallery on-line. While keeping your question in mind, select an image that intrigues you. Ask yourself how the image relates to the question. Be open to whatever comes up, no matter how surprising or unexpected. You can also try this with a friend or colleague, as you'll find you will build on each other's associations.</p>
Execution	<p>The ability to turn ideas into actionable plans; the ability to implement ideas well</p> <p> Knowing how to leverage people and resources is an important aspect of execution. Examine the people or procedures that are obstacles to getting things done. Focus on the top two or three, and write out a specific plan to address them.</p>
Self-Confidence	<p>A general belief in one's ability to leverage skills and talents to achieve important goals</p> <p> Spend some time thinking about who you are and where you want to go in your career. List your top three major accomplishments of the last few years. Why were you successful with these? Transfer the steps you took then and apply them to current projects. By applying your strengths to future situations, you increase the likelihood of repeating past successes.</p>
Optimism	<p>The ability to maintain a generally positive attitude about various aspects of one's life and the world</p> <p> Keep track of your inner dialog when faced with adversity, and look for patterns. Try to interrupt these negative thoughts and concentrate on something else. Analyze the thoughts. Are they really true? Do they hold up under scrutiny, or are you just going down a negative path without really looking at the full picture.</p>
Persistence	<p>The ability to bounce back quickly from disappointment, and to remain persistent in the face of setbacks</p> <p> Demonstrating stamina despite setbacks or obstacles is a key factor. Rather than getting easily discouraged, keep the end goal in mind at all times. Try different strategies before you give up on the entire initiative. Realize, too, that setbacks may cause you to procrastinate even more. When this happens, re-energize yourself by involving others, deliberately take a break to re-focus, or do fun activities you know will re-charge your batteries.</p>
Interpersonal Sensitivity	<p><i>A high level of sensitivity to and concern for the well-being of those with whom one works</i></p> <p> It takes a lot of curiosity to be a good listener. Sometimes what you think you already know might actually be your biggest enemy. Shift your goal from helping, persuading, or solving to simply understanding or learning. It takes great effort to really tune into the other person's point of view and focus on understanding what he has to say without judging, formulating a response in your head, or, worse, immediately giving advice.</p>