



**ENTREPRENEURIAL
MINDSET PROFILE®**
INSPIRE ACTIVATE UNLEASH

DEVELOPMENT GUIDE

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 **Execution****Description and Interpretation (What High Scores Mean)**

Individuals who score high on Execution are particularly skilled at taking an idea and making it reality. Whether they are implementing their own idea or someone else's, and whether it's a big idea or a relatively minor one, they are likely to have a reputation for "getting it done." The ability to execute well is critical in any profession or organization, and when applied at the strategy level, it can be particularly valuable. High scorers who have responsibility for executing on high-level strategic initiatives are likely to demonstrate an ability to understand the vision, translate it into tactical action steps, and then implement—either on their own or through a team.

Strengths Overplayed (Possible Downsides of Very High Scores)

In order for execution to have value, it's necessary that the original idea, plan or strategy is a good one. Extremely high scorers who fail to exercise good judgment in selecting their projects may get caught in the "activity trap," exerting plenty of effort but producing little—if anything—of real value. Being talented in operations does not substitute for proficiency in strategy development.

Suggestions for Development

- If you are responsible for a team, establish clear-cut goals, and make sure that everyone clearly knows who is doing what to minimize the chance of misunderstanding and conflict. Be specific about your expectations regarding quality, deadlines, innovation, collaboration, etc.
- Anticipate crises and barriers to success. Have plans in place to deal with them before they actually happen.
- 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.



- Effective follow-through is important. At the beginning of the week, make a list of activities required to bring closure on certain projects. Refer to this list throughout the week, and make sure unfinished business doesn't fall off the radar screen. Establish checkpoints and milestones to monitor progress on key goals.
- If you are a founder or manager, view long-term goals with your team, and remind them that new projects or initiatives need to be aligned with the business strategy or key outcomes. Give recognition to employees whose actions have a direct, positive impact on business objectives.
- Push the standards for quality performance upwards. Always be looking for ways to improve and establish the mindset that continual change and improvement is the norm for your organization.
- Maintain a balance between long-term strategies and day-to-day operational issues. Evaluate when your focus should be on the "forest" and when it should be on the "trees."
- If you have people reporting to you, reflect on your delegation habits. Do you rely too much on your own efforts to get things done, or are you delegating too much without giving sufficient direction or guidance? Are there important tasks in which you should be more involved? Are your expectations clear when you do delegate an assignment?
- Make visible, concrete connections between the project or task at hand and the broader canvas/context. This wider perspective enables you to see the relationship between staying at something that may feel immediate and/or finite versus focusing on longer-term goals and intended outcomes.
- Volunteer for leadership assignments outside of work to expand your capabilities in this area.

Recommended Readings

Change Anything: The New Science of Personal Success

Kerry Patterson, Joseph Grenny, David Maxfield, Ron McMillan and Al Switzler
Business Plus, 2012

Execution: The Discipline of Getting Things Done

Larry Bossidy and Ryan Charan
Random House Business Books, 2011

Getting Things Done: The Art of Stress-Free Productivity

David Allen
Penguin Books, 2002

Innovation Engine: Driving Execution for Breakthrough Results

Jatin Desai
Wiley, 2013

Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality

Scott Belsky
Portfolio, 2012

The 4 Disciplines of Execution: Revised and Updated: Achieving Your Wildly Important Goals

Chris McChesney, Sean Covey, Jim Huling, Scott Thele and Beverly Walker
Simon & Schuster; Revised, Updated edition, 2021

The Other Side of Innovation: Solving the Execution Challenge

Vijay Govindarajan and Chris Trimble
Harvard Business Review Press, 2010

Your Brain At Work: Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long

David Rock
Harper Business, 2006