

Entrepreneurial Mindset Profile™ Development Guide

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INTRODUCTION



The Entrepreneurial Mindset Profile (EMP)[™] was developed over the course of several years by a team of psychologists and researchers at the Eckerd College Leadership Development Institute (LDI), a network affiliate of the Center for Creative Leadership (CCL)[®]. In 2010, LDI's curriculum designers, who routinely incorporate solidly-researched assessments into their leadership development programs, set out on a search for a reputable assessment of entrepreneurial mindset, planning to use it in their programs on leadership and innovation. Finding no assessments that met their criteria for selection, they seized the opportunity to practice what they preached by becoming entrepreneurial and developing an assessment themselves.

For a more thorough description of the EMP development process, please visit http://www.edpmindset.com/files/emp_whitepaper.pdf to download the white paper on "Measuring the Entrepreneurial Mindset."

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.

SCALES



- 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 manager, view long-term goals with your staff, 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?
- 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

Getting Things Done: The Art of Stress-Free Productivity

David Allen
Penguin Books, 2002

The 4 Disciplines of Execution: Achieving Your Wildly Important Goals

Chris McChesney, Sean Covey & Jim Huling
Free Press, 2012

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
HarperBusiness, 2006