

Interpreting Your EDGE™ Profile Report

Introduction

The purpose of the e-learning experience is to give you a guide for interpreting your Entrepreneur EDGE Interpretive Report.

You need to have your report handy or a sample report available as you work through this module. This will ensure your understanding of your reports.

Keep in mind that you answered 90 questions about your attitudes, perspectives, and behaviors. These responses are grouped into 4 Key Success Factors, 17 Entrepreneur Competencies, and two Early Family Experience Influencers. The questions were developed over a 20 year period and have been analyzed a number of times to make sure they provide the kind of information you will find useful.

You are encouraged to use your report as a basis for soliciting feedback from others. Make sure you get multiple forms of feedback as a way to confirm your results.

In all arenas of human performance, self-awareness and feedback are essential components to both knowing and doing what is required to be successful. The Entrepreneur EDGE™ Profile is intended to give you the kind of knowledge that will enable you to leverage your talents, accelerate your performance, and assist you in achieving your entrepreneurial dreams.

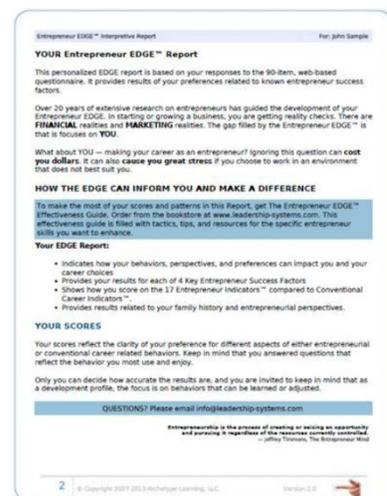
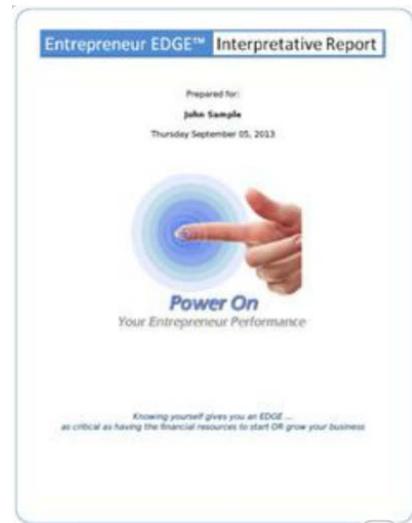
Knowing the market, understanding cash flow, having a quality product or service, having a dynamic marketing plan are vital to business success whether you are starting a business, buying a business, creating an encore career, or transitioning into an entrepreneur context. No less important is tuning up those behaviors that make a difference--which are provided in your report.

1. Reviewing the Framework

Make sure you fully understand the structure of your EDGE report, which is covered on pages 2-3. These pages give you an outline of the responses needed to produce a report and the nature of the report.

Because the research supporting the EDGE Profile is so thorough, the developers found that that the entrepreneurial behavior falls on a continuum between pure entrepreneurial behavior and conventional workplace behavior. For this reason, each scale shows the PULL of your behavior pattern. No one individual is expected to (and rarely does) exhibit all entrepreneurial behavior and will typically show conventional workplace behavior patterns.

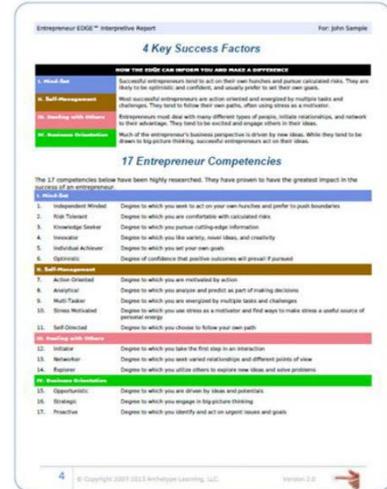
Keep in mind that the value of conventional workplace behavior is that it brings consistency and stability to the organization and predictability to the employee; however, those behaviors are not always useful for the entrepreneurial effort. Because the “fit” between the entrepreneurial efforts and your style are impossible to predict, you are encouraged to consider what mix of entrepreneurial and conventional behavior is important to your efforts.



2. Scale Definitions

The 4 Key Success Factors and 17 Entrepreneurial Competencies are defined on page 4 of your report. The key definitions for these elements of your report provide you with an understanding of the range of behaviors that are measured.

The degree to which these behaviors are displayed related to how you answered the 90 questions in the inventory. Keep in mind that the focus is on those behaviors that contribute to entrepreneurial success.



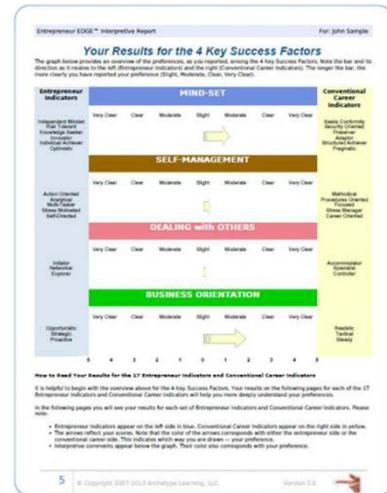
3. Overall Indicators

Your Results for the 4 Key Success Factors are provided on page 5. You can quickly seek the four factors and the associated scales that are listed for each factor. The four factors are: Mind-Set, Self-Management, Dealing with Others, and Business Orientation.

As you look at your report, your results are indicated by the DIRECTION, LENGTH, and COLOR of the arrows. Arrows pointing to the left reflect behaviors pulled towards entrepreneurial patterns. Arrows pointing to the right are pulled toward Conventional Career Indicators.

The longer the arrow, the stronger the pull toward the selected direction. The scale goes from 0 to 5 in each direction.

For ease of reference, all BLUE arrows point toward entrepreneurial behaviors and YELLOW arrows point to Conventional Career Indicators.

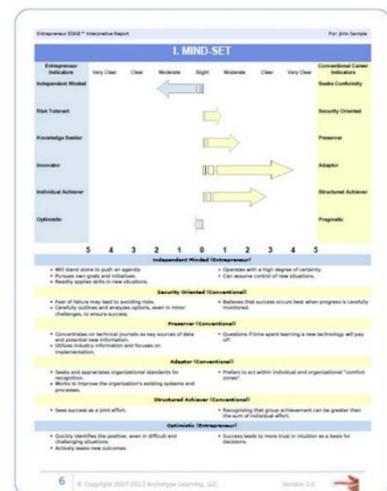


4. Key Factor: Mindset

As an entrepreneur, your Mind-Set is an essential part of being successful and your results are covered on page 6. Your business plan and marketing approaches are significantly influenced by your entrepreneurial Mind-Set. The entrepreneurial competencies for Mind-Set are:

1. Independent Minded
2. Risk Tolerant
3. Knowledge Seeker
4. Innovator
5. Individual Achiever
6. Optimistic

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You will notice that the bulleted comments also are grouped by color. BLUE banners point to Entrepreneur Indicators and YELLOW banners point to Conventional Career Indicators.

5. Key Factor: Self-Management

As an entrepreneur, how you manage YOU may be more critical to your success than if you work in a large company. Your results are covered on page 7. In a small business, it is very often up to you-and many times you are asked to be all things to all people. The entrepreneur competencies for Self-Management are:

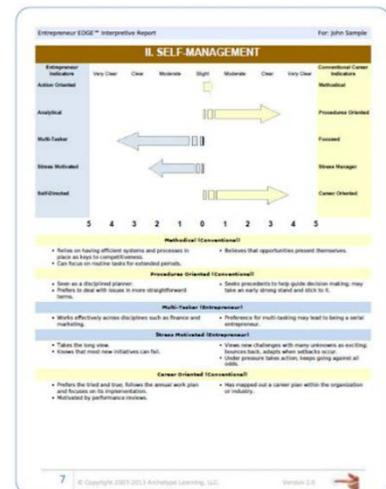
7. Action Oriented
8. Analytical
9. Multi-Tasker
10. Stress Motivated
11. Self-Directed

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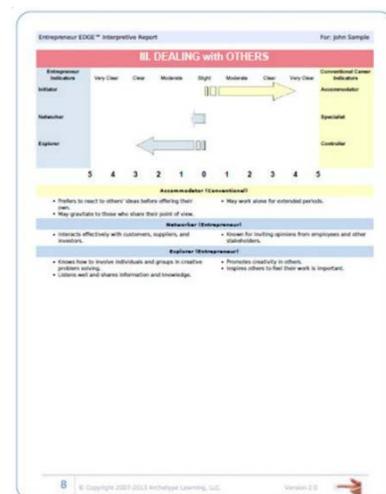


6. Key Factor: Dealing with Others

As an entrepreneur, you must be prepared to have transactions with many different types of people. Your Dealing with Others results are covered on page 8. For you, these may include customers, employees, suppliers, advisors, lenders, venture capitalists, etc. The entrepreneur competencies for “Dealing with Others”

12. Initiator
13. Networker
14. Explorer

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7. **Key Factor: Business Orientation**

As an entrepreneur, the nature of your business orientation can make all the difference in the level of success that you attain. Your results on this factor are covered on page 9. This includes taking advantage of opportunities and positioning your company ahead of the competition. Importantly, it means identifying the highest payoff strategies and putting actions in place to realize them. The entrepreneur competencies for Business Orientation are:

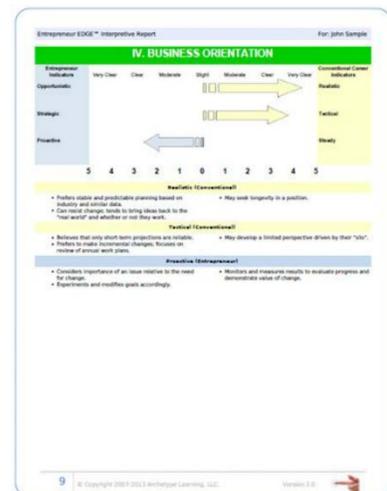
- 15. Opportunistic
- 16. Strategic
- 17. Proactive

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8. **Family Experiences**

Your Early Family Experiences will, to some extent, define how you respond to the challenges and opportunities that life presents. Your results are covered on page 10. Research indicates that those very responses--in fact the very drive you have to be an entrepreneur--have likely been influenced by your early life and family history.

These life experiences act as potential influencers on your desire to become an entrepreneur. While they are by no means essential to be successful as an entrepreneur, these early family experiences can become evident in the ways you have chosen to take your own path. The two Entrepreneur Influencers related to Early Family Experiences are:

- a) Family Challenges (Childhood Environment)
- b) Family Orientation (Attitudes Toward Work)

a. Family Challenges

Challenging relationships within your early family may have propelled you to chart your own path. Did you experience conflict with your parents? Did your family immigrate or have to make dramatic changes in its living conditions?

b. Family Orientation

Are entrepreneurs nurtured or natured? While the answer is a combination of factors, research indicates that having a history of entrepreneurs in your family is a contributing factor to your desire to be in business for yourself.

You may have had family mentors that helped guide you. How supportive is your family when you want to take chances that could affect both you and them?

As you look at your report, your results are indicated by the LENGTH of the arrows. The longer the arrow, the stronger the pull towards entrepreneurial family contexts. You may have indicated infrequent exposure to these experiences, moderate, or frequent exposure to key entrepreneurial attitudes.

These results are based on your indication of having had a range of family experiences. While a “low” score does not mean that you will not be a success, it means that there is knowledge you need to make sure and learn. Paying acute attention to the 17 Entrepreneur Indicators will be especially important.

Entrepreneur EDGE™ Interpretive Report For John Sample

Family Challenges and Family Orientation

Research strongly indicates that one's early family challenges can impact the tendency to become an entrepreneur — however, it is incorrect to consider family challenges and experiences as competencies. Rather, these are conditions that influence entrepreneurial perspectives. You indicated which particular family situations that may have had an impact on you.

The following indicators reflect how strongly those experiences affect an entrepreneurial perspective as related to your family challenges and orientation that had to be managed or overcome.

Family Challenges

Definition: Degree to which you experience differences and conflict with family members

Your Index is:

Infrequent (less impact on entrepreneurial perspectives) Moderate impact on entrepreneurial perspectives Frequent (a great deal of impact on entrepreneurial perspectives)

Family Orientation

Definition: Degree to which you are linked to a family of entrepreneurs

Infrequent (less impact on entrepreneurial perspectives) Moderate impact on entrepreneurial perspectives Frequent (a great deal of impact on entrepreneurial perspectives)

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9. Action Plan

Your report gives you a 90-Day Action Plan to promote your planning to enhance those entrepreneurial behaviors that will accelerate your success on page 11.

You are encouraged to identify the key behavior that will make the difference for you and create an active plan for how to integrate the new behavior adjustments into your daily approach to your work.

In addition to libraries of research on the importance of making a behavior a habit, your own experience has taught you that to adjust a behavior or introduce a new one requires attention, focus, and work.

Entrepreneur EDGE™ Interpretive Report For John Sample

90-Day Action Plan

Competency #		
Benefit of achieving this goal		
Obstacles to achieving this goal		
Resources to use in achieving this goal		
Specific Action Steps		
Step	Action	Due Date
1.		
2.		
3.		
4.		
5.		
Benchmarks		
Goal Accountability Partner		

For detailed action tips and other development materials, see **Your Entrepreneur EDGE: Your Entrepreneur Effectiveness Development Guide**, by Pearson, Parks, Phillips, and King. www.entrepreneuredge.com

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10. Guidebook and Resources

You will find the **Your Entrepreneur EDGE™ Effectiveness Guide**, a handy reference for yourself and for coaching others to come along the entrepreneur journey with you.

The EDGE™ Effectiveness Guide (www.mhs.com/entrepreneuredge.com) gives you specific anchor behaviors for each of the 17 Entrepreneur Competencies, action tips for quickly learning and adjusting behavior, additional references such as books or web classes, and learning in place assignments.

A small sampling of the action tips related to self-management are provided below.

1. Need to know YOU better and your potential to be an effective entrepreneur? There is a range of proven tools that can provide you with insight on entrepreneurial and career characteristics. These tools can broaden your understanding of your fit for chosen paths

- Listen to what others think. It can make a difference-especially if you know that the advice from others is genuine (they have your interests at heart). Seek feedback from trusted friends and mentors on your strengths and natural talents.
- Conduct your own skills audit. List what you think are your strengths, your gaps, and your areas for development as an entrepreneur. You may want to set this up in a rating order (1 to 5 with 5 being the highest). Test these out with folks who know you best.
- Go through a formal 360° assessment to gain input on how others see and value your skills and competencies. Refer to Toolbox 6.

2. Is your passion balanced with realism? Be prepared to ask yourself some hard questions. It may help to get the advice of a professional business advisor.

- Seek assistance in developing your personal plan (refer to Toolbox 8 for some resources). Tap into the nationwide network of Small Business Development Centers who have business counselors that can advise you. Also, check out the Community College system in your area-many have Small Business Centers set up to help you.
- Prioritize your time. You have the ability to choose how and when you spend your time and on what.
- Play to your strengths; take stock of the skills you have, work on improving your weaker areas.
- Consider partnering with others who have complementary skills and who could stimulate you to respond to opportunities.

3. Need a clearer path for your entrepreneurial direction? Take time to discover what may be the next wave you can catch to achieve your goals for being in business.

- Network with groups of entrepreneurs, investors, academics, and others to find out what sort of fresh thinking and product development is at an embryo stage.
- Read forward-thinking articles, magazines, e-zines, etc. Look for ways in which different ideas can be joined to create an untapped need. Use the Internet to follow up on stories that catch your eye.

Note also that the EDGE™ Effectiveness Guide also contains TOOLBOXES to help you with your entrepreneur development and PLANNING. These include:

- Intrapreneur-Entrepreneur Bridge
- Entrepreneur Blockers
- Compensator Chart
- Assessments for Development
- Thinking Tools
- Links for Learning and Business Assistance

These TOOLBOXES can also be downloaded at www.edgeprofile.com

Get your **Entrepreneur EDGE™ Effectiveness Guide** today!

