

Strong and MBTI®

ENTREPRENEUR REPORT

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prepared for

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If you are considering a career change, you may wonder what it would be like to be your own boss—to start and run your own business. Small businesses represent a large, fast-growing sector of the economy. There are many kinds of small businesses: entrepreneurial start-ups, professional services, skilled trades, retail firms, and franchises. Often people who start a business continue in the same general field in which they worked previously or choose a field related to a favorite hobby or interest.

Although the idea of running a business may be very appealing, the decision to start a business should be made only after careful consideration. To make a well-informed decision, you need two kinds of information:

- Facts about what is involved in running a business like the one you are considering. These facts are available from such sources as your local library and online computer services.
- Knowledge of your personal characteristics that might help you succeed in owning and running a business or might act as potential barriers to your success. This report is designed to increase your knowledge of your personal characteristics.

HOW YOUR INVENTORY RESULTS CAN HELP YOU

To help you determine whether running your own business is a good fit with your interests and personality, the information that follows is based on your results on the *Strong Interest Inventory*™ (*Strong*) and *Myers-Briggs Type Indicator*® (MBTI®) inventory. There are three ways in which your *Strong* and MBTI results can help you explore starting a small business:

1. Your results on the inventories will be compared with the results of people who run their own businesses already.
2. A job description detailing the tasks required to run a business will be provided and how your interests and personality preferences fit with those tasks will be evaluated.
3. Your personal styles related to work, learning, leadership, and risk taking will be compared with the styles of small business owners.

This report ends with a summary and ideas for further exploring small business ownership.

YOUR MBTI PERSONALITY TYPE

The MBTI identifies 16 personality types. The letters that make up your type are derived from the four scales of the MBTI. You have verified your type as INTP.

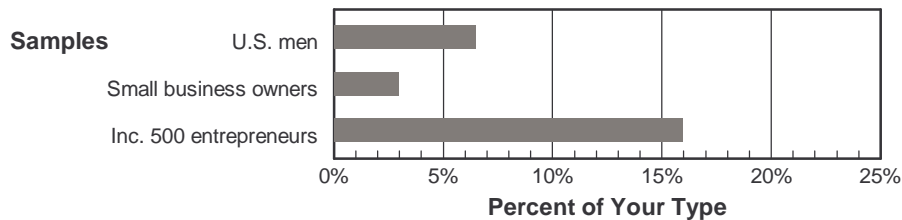
Focus of Energy	Mode of Perception	Mode of Judgment	Attitude Toward the Outer World
I INTROVERSION Focus inwardly on thoughts, feelings, and impressions	N INTUITION See possibilities and the big picture	T THINKING Use logic and analysis to make decisions	P PERCEIVING Be spontaneous, adaptable, and open to experience

INTPs are interested in theories, abstract ideas, and conceptual models. They like to work alone on complex projects that require in-depth analysis, conceptual design, and intense concentration. Adaptable and flexible, INTPs are open to new ideas. They enjoy solving complex problems and often do so by questioning basic assumptions. INTPs are typically found in scientific or technical fields or in occupations in which expert knowledge or technical skill is an asset. They sometimes have difficulty making themselves understood.

Your Type and Entrepreneurship

The graph below illustrates how frequently men who share your MBTI personality type go into business for themselves. It is based on the MBTI results of various samples of male small business owners and a sample of male entrepreneurs whose businesses made the Inc. 500 list of the fastest growing small companies.

As you can see, INTP men are less than half as likely to become small business owners as would be expected given the percentage of INTPs among U.S. men. They are more than twice as likely as would be expected to found a fast-growing small company, however.



An information- or knowledge-intensive business that enables you to do strategic planning and conceptual design may be a good fit. You may want to delegate daily tasks so that you can focus on the big picture and new opportunities for growth. And although you would probably rather generate ideas than actually implement them, you must do both when starting your own company. For this reason, you may prefer to work for a larger, fast-growing company with sufficient resources to enable you to focus on the big picture and not have to worry about daily operations, which you may find distracting.

YOUR *STRONG* INTERESTS

The *Strong Interest Inventory* measures your interests by comparing your results on the inventory with the results of diverse samples of employed people who are experienced in and satisfied with their careers. This Entrepreneur Report will specifically compare your interests with the interests of small business owners who are satisfied or very satisfied in their careers.

A Snapshot of Small Business Owners (SBOs)

A national sample of 398 men who own and run small businesses responded to the items on the *Strong*. Throughout this report, you are being compared with these men—small business owners of the same gender as yourself—because research has shown that men’s and women’s interests differ, even within the same occupation. Research has also suggested that male and female small business owners differ in their motives for owning a business, in the kind of business they choose, and in their managerial style.

Who the Small Business Owners Are	What They Like About Owning a Business	Why They Entered the Business
<ul style="list-style-type: none"> • 48-year-olds, on average • men with 23 years of experience owning a business • owners of diverse businesses, including professional services, consulting, retail sales, real estate and insurance, and skilled trades 	<ul style="list-style-type: none"> • 94% are satisfied with their responsibilities • 90% like the opportunities to use their skills and abilities • 71% like their working hours (90% work more than 40 hours per week) 	<ul style="list-style-type: none"> • 67% wanted to earn a good income (note that 67% are satisfied with current salary) • 66% liked the specific activities of running a business • 59% wanted to use their best talents • 25% entered because of some chance event

Your Results on the Small Business Owner Occupational Scale

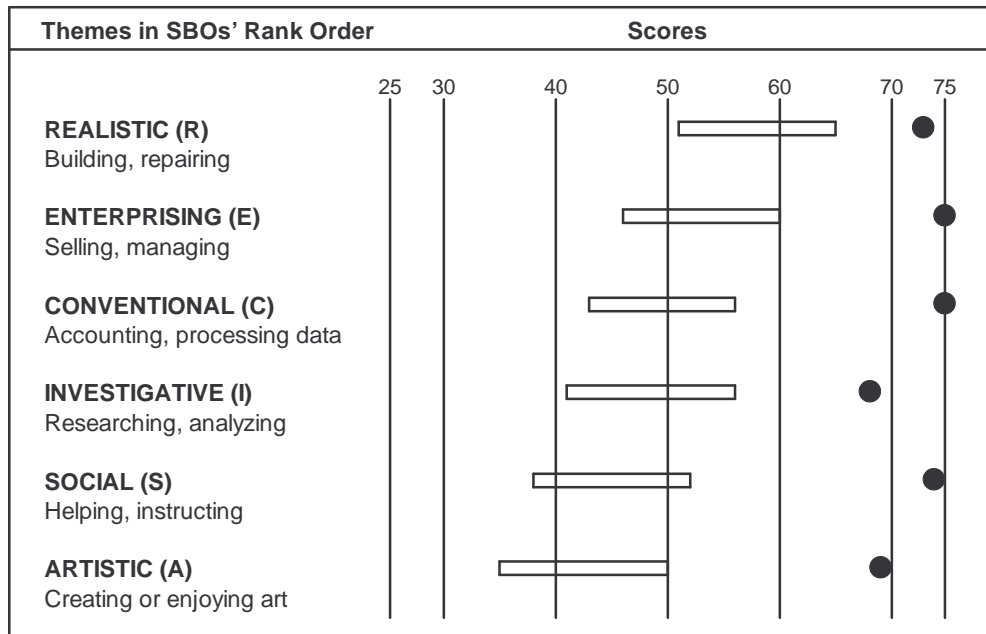
The *Strong’s* Occupational Scales show how similar your interests are to the interests of people working in over 100 specific occupations. Your score on the male Small Business Owner scale is shown below. The text to the right of your score explains whether you share the likes *and* dislikes of the men described above who own their businesses.

Your score	35	You share some but not all of the interests of small business owners. This result may mean that you will enjoy doing some of the daily tasks required to run a business, but you will not enjoy other necessary tasks. This report’s Job Description of an Entrepreneur section may help you identify which tasks you like and dislike.
Male SBOs’ score	50	

Your General Occupational Theme Results

The *Strong's* General Occupational Themes represent six types of people and work environments. Your results on these Themes indicate your broad, general interests.

The graph compares your interest in these broad Themes with male small business owners' interest. The Themes are listed in the small business owners' rank order. Each bar shows the scores of 50% of the men and each dot shows your reported score on the Theme. A general sample of people from all occupations scores about 50 on each Theme.



Male SBOs' top two Themes: RE

Men who own small businesses show more interest in the Realistic and Enterprising Themes than do men in the general population. People with Realistic and Enterprising interests prefer action-oriented environments in which they can work directly to produce tangible products or services. They prefer to work alone rather than supervise others, although they will take charge if necessary. They are willing to work long hours to succeed.

Your top two Themes: CE

Your interests are primarily in the Conventional and Enterprising Themes. People with Conventional and Enterprising interests like to work in business settings in which they can organize and structure tasks or data in support of well-defined projects. They are results oriented and enjoy taking charge of the practical details necessary to solve a problem quickly and efficiently. These two Themes—Conventional and Enterprising—are the primary interests of female small business owners. A business that allows you to work in finance, operations, or administration at least part of the time may be a good match for your interests.

JOB DESCRIPTION OF AN ENTREPRENEUR

Many people who dream about running their own business have only a vague notion of what that really means. Seeing themselves in the role of owner, they imagine themselves performing only one or two tasks, usually those that they have accomplished successfully already. For example, salespeople tend to see themselves making sales calls; accountants see themselves working on financial reports. Most people ignore those aspects of running a business about which they know little or in which they are not interested. To make an informed decision about running your own business, however, you need to think about what is actually involved in the daily operations of a business. This knowledge is especially important if—as some say who have tried it—*running your own business is a life-style decision, not just a career decision.*

Although there are many ways of categorizing the tasks involved in running a small business, this report uses a job description based on the following five tasks:

- Marketing and sales
- Financial management
- Operations and administration
- Human resources
- General management

If you have been employed in a large organization, you may have taken some of these tasks for granted because they were always someone else's responsibility. When running your own business, however, *everything is your responsibility*, at least at first. Note that the importance of these roles may vary depending on the kind and size of business you choose.

In the following pages, your results on the two inventories are presented in relation to each of the five tasks. Your scores on the *Strong* are compared with the scores of the male small business owners and with the scores of men in other occupations who may be considered specialists in one of the five tasks. Your preferences on the MBTI are also examined in relation to the preferences of male small business owners and entrepreneurs.

Points to keep in mind as you review your results:

- **The *Strong* scales chosen for this comparison were those considered to be most relevant** to running a small business. In most cases, these are also the scales on which small business owners tend to show interest patterns that distinguish them from people in the general population.
- **Try not to be distracted by a scale's title**, which may not seem relevant to your experience or to the business you are considering. Think instead about what people with high scores on these scales might like to do. For example, a high score on an Occupational Scale like Optician does not mean that you should open such a business. Instead it may indicate an interest in a business that requires a technical background and involves constant customer contact in a retail setting.
- **Only select scales are shown.** Examine your *Strong* Profile for your complete results. Pay special attention to any scales that seem relevant *for the particular business* that interests you.

■ Marketing and Sales

You are Vice-President of Marketing and Sales for your company. Marketing and sales can be different tasks, and some businesses may not require one or the other. For example, if you buy into a franchise, the franchisor may handle marketing. Or if you start a retail business, you generally will not need to make sales calls. But in a consulting business, marketing and sales can be important and time-consuming. Your responsibilities in this area are to identify markets, competitors, and potential customers; develop marketing plans; prepare advertising copy and promotions; set prices; make sales calls; and sell.

STRONG BASIC INTEREST SCALES

Sales		Your interest in sales is even higher than small business owners'. You may enjoy identifying, approaching, and trying to convince potential customers to buy your product. You may also be willing to take financial risks and have your pay directly tied to your performance. But will you spend so much time on sales that you neglect the infrastructure needed to support your sales activity?
<i>Your score</i>	72	
<i>Male SBOs' score</i>	49–67	
Merchandising		This scale taps an interest in having people approach you in a storelike setting to purchase your product or service. You show more interest in this kind of activity than small business owners show. You may enjoy selling in these situations, but will your business's success require you to take a more active sales role?
<i>Your score</i>	74	
<i>Male SBOs' score</i>	45–60	

STRONG OCCUPATIONAL SCALES

Life Insurance Agent		Like small business owners, you share some of the likes <i>and</i> dislikes of life insurance agents. This business relies heavily on direct selling to new customers and on the ability to close a sale. Will your business involve high-volume, direct consumer sales?
<i>Your score</i>	37	
<i>Male SBOs' score</i>	25–43	
Advertising Executive		Like small business owners, you are not similar to ad executives, most of whom work in large, full-service agencies (only 9% of these executives are self-employed). Will your business require you to perform the tasks of an ad executive, which include conceptualizing and supervising ad campaigns and handling advertisers' accounts?
<i>Your score</i>	29	
<i>Male SBOs' score</i>	17–33	
Marketing Executive		You are more similar to marketing executives than small business owners are. You may be interested in market research and analysis and in developing long-range marketing plans. Will you be bored by the daily details of marketing as you start a small business?
<i>Your score</i>	42	
<i>Male SBOs' score</i>	19–38	

MBTI PREFERENCES

Extraversion–Introversion		The percentage of small business owners is evenly split between preferences for Extraversion and Introversion. But the percentage of salespeople who prefer Extraversion ranges from 60 to 70%. With your preference for Introversion, you may find it takes extra effort to initiate contact with potential customers. You may feel you are intruding on them. Introverts, however, often enjoy and do well at selling technical or custom products or services when in-depth product knowledge is an asset.
<i>Your score</i>	I	
<i>Male SBOs' score</i>	E or I	

■ Financial Management

You are also Chief Financial Officer. It is your responsibility to plan and account for cash flow, develop accounts-payable and accounts-receivable procedures, produce profit-and-loss statements and balance sheets, pay taxes, and invest profits. Because accountants and other financial service professionals are available on a contract basis, financial management tasks are often the first to be outsourced by small business owners who can afford to do so.

STRONG BASIC INTEREST SCALES

Data Management			
<i>Your score</i>	70		You have more interest in managing data than small business owners have. You may enjoy collecting and processing data, determining their meaning, and making decisions based on what you learn. This interest may motivate you to set up databases or track your business activities. But might your keen interest in data lead you to neglect other aspects of the business?
<i>Male SBOs' score</i>	46–59		

STRONG OCCUPATIONAL SCALES

Accountant			
<i>Your score</i>	45		Like small business owners, you have some interests in common with accountants. An interest in accounting will be useful in analyzing how your business is doing, seeking sources of funding, and complying with tax codes.
<i>Male SBOs' score</i>	28–45		
Investments Manager			
<i>Your score</i>	38		Like men who own small businesses, you share some of the likes and dislikes of investments managers, who work primarily in large firms. You may enjoy some aspects of financial analysis, money management, and investing. Will these tasks be important in your business?
<i>Male SBOs' score</i>	29–42		
Banker			
<i>Your score</i>	40		Like small business owners, your interests are similar to those of bankers. This interest may serve you well if your business is in the financial industry. It may also help you develop business plans and arrange financing for your business. Will you be willing to spend time, however, doing mundane but necessary financial tasks?
<i>Male SBOs' score</i>	34–49		

MBTI PREFERENCES

Sensing–Intuition			
<i>Your score</i>	N		About 77% of small business owners prefer Sensing, and 62% of founders of the fastest growing businesses prefer Intuition. Your preference for Intuition may help you see the larger financial picture and anticipate financial trends that may affect your business. However, you may not be interested in the critical tasks of managing daily cash flow and financial details that can keep your business viable.
<i>Male SBOs' score</i>	S or N		
Thinking–Feeling			
<i>Your score</i>	T		About 82% of small business owners prefer Thinking. Like most professionals in the area of financial management, you also have a preference for Thinking. You may be interested in the analytical work that financial management requires. You may find it difficult, however, to include the needs and values of others in your analysis, which could strain your business relations with vendors and customers.
<i>Male SBOs' score</i>	T		

■ Operations and Administration

You are also Chief Operating Officer. If you are the sole employee, you will handle all day-to-day operations and administration: maintain records, buy supplies, purchase and maintain equipment, answer phones, and manage inventory. The scales below reflect primarily administrative tasks. In some companies, however, operations may involve the actual production or delivery of the product or service, such as food preparation, manufacturing, or consulting. Examine your *Strong* Profile for scales related to the operations required in your business.

STRONG BASIC INTEREST SCALES

Office Services			
<i>Your score</i>	79		You show more interest in office tasks than small business owners show. You may enjoy using office machines and performing the daily clerical tasks required to run an office. If your focus is on managing your office, will you neglect such external aspects of your business as contacting customers?
<i>Male SBOs' score</i>	41–53		
Computer Activities			
<i>Your score</i>	71		You have more interest in activities involving computers than small business owners have. You may like buying and setting up computer equipment and might enjoy programming. Is your business computer-related? If not, will you spend too much time in front of the screen?
<i>Male SBOs' score</i>	41–56		

STRONG OCCUPATIONAL SCALES

Bookkeeper			
<i>Your score</i>	28		You have less in common with bookkeepers than do small business owners. You may have to work hard at keeping your records accurate. Will your business require you to keep your own books, or can you afford to contract for this task?
<i>Male SBOs' score</i>	30–44		
Purchasing Agent			
<i>Your score</i>	66		You have more in common with purchasing agents than do small business owners. You may enjoy negotiating with vendors for the purchase of supplies and keeping track of costs, delivery, and performance. Many purchasing agents work in large organizations. Will you be satisfied performing these tasks in a small company?
<i>Male SBOs' score</i>	27–44		

MBTI PREFERENCES

Sensing–Intuition			
<i>Your score</i>	<i>N</i>		About 77% of male small business owners prefer Sensing. Your preference for Intuition is shared by 62% of the leaders of fast-growing small companies. You probably like to focus on possibilities and the big picture. You may not be interested in the necessary details involved in the operations of your business.
<i>Male SBOs' score</i>	<i>S or N</i>		
Judging–Perceiving			
<i>Your score</i>	<i>P</i>		About 72% of small business owners and 55% of founders of fast-growing small firms prefer Judging. Your preference for Perceiving suggests that you may not enjoy operational tasks like record keeping and organizing. But if you do perform these tasks, you may find that your preference helps you see when a new approach is needed.
<i>Male SBOs' score</i>	<i>J</i>		

■ Human Resources

You are Vice-President of Human Resources (HR) for your company. If you are just starting out and are your own sole employee, this function may not require immediate attention. If you succeed in growing your company, however, you may need to perform HR functions. Your responsibilities in this area would then be to identify staffing needs, locate potential candidates, and interview and select the best candidates. You would also be responsible for establishing a benefits plan, training employees, and setting up employment practices that are in accord with state and federal laws.

STRONG BASIC INTEREST SCALES

Social Service		You are more interested in helping and working with others than small business owners are. This interest may help you if you need to perform HR tasks. You might also consider starting a service-oriented business or a nonprofit firm, or volunteering, if you have spare time for community service.
<i>Your score</i>	69	
<i>Male SBOs' score</i>	38–51	

STRONG OCCUPATIONAL SCALES

Human Resources Director		You have more in common with HR directors than small business owners have. You may enjoy tasks related to recruitment, selection, and training of employees. You might also be interested in setting up and implementing compensation and benefits policies. Are you considering a business directly related to providing such services? If not, how will you satisfy this interest if your business remains small? Would you be more satisfied working in the HR department of a large organization?
<i>Your score</i>	52	
<i>Male SBOs' score</i>	29–44	
Corporate Trainer		You have more in common with corporate trainers than do small business owners. Is your business directly involved in training, or will your role in it enable you to inform or educate customers and employees about some topic, product, or service? If not, how will this interest be satisfied in the business you are considering?
<i>Your score</i>	54	
<i>Male SBOs' score</i>	27–44	

MBTI PREFERENCES

Thinking–Feeling		About 82% of male small business owners have a preference for Thinking. Among HR professionals, the percentage of Feeling types is higher, however. Feeling can be useful for many HR tasks and has been shown to be related to using interpersonal skills to solve employee-related problems. Your preference for Thinking suggests that you may have to remind yourself to consider others' values and the impact of your decisions on them. But you may find your preference for Thinking helps you make difficult employee decisions when your company's bottom line is in jeopardy.
<i>Your score</i>	T	
<i>Male SBOs' score</i>	T	

■ General Management

In addition to the previous responsibilities, you are President and CEO of your company. In this role, it is your responsibility to establish short- and long-term business goals; organize and schedule the people, tasks, and processes required to deliver your product or service; and integrate all elements of your business.

STRONG BASIC INTEREST SCALES

Organizational Management		You have more interest in managing and supervising others than small business owners have. A large organization may offer more opportunities to manage others. How will you satisfy this interest in management if your business remains very small?
<i>Your score</i>	69	
<i>Male SBOs' score</i>	48–59	
Military Activities		This scale measures an interest in working in a structured environment with a clear hierarchy. You are more interested in this area than small business owners are. Your interest in structure may help you set up necessary processes so that your business runs smoothly. Would you, however, be more comfortable in a large, stable firm?
<i>Your score</i>	78	
<i>Male SBOs' score</i>	45–63	

STRONG OCCUPATIONAL SCALES

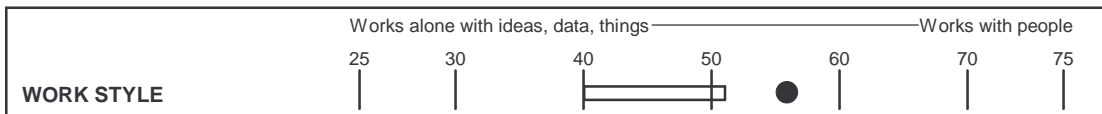
Store Manager		You have more in common with store managers than do small business owners. You may enjoy directing and coordinating the variety of activities involved in running a small- to medium-sized retail business. Will your business involve retail management?
<i>Your score</i>	64	
<i>Male SBOs' score</i>	26–42	
Optician		You have more in common with opticians than do small business owners. The opticians in this sample either were employed in or owned a retail optical store and spent at least 75% of their time in direct patient contact. You may enjoy a business that involves providing a technically based retail service to customers.
<i>Your score</i>	54	
<i>Male SBOs' score</i>	32–46	

MBTI PREFERENCES

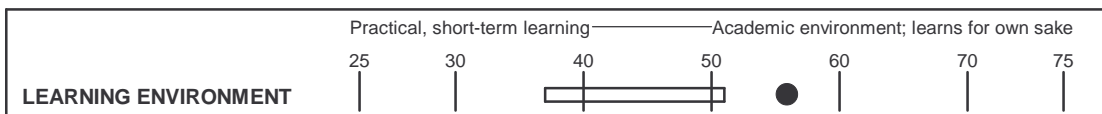
Thinking–Feeling		About 82% of male small business owners have a preference for Thinking, which is also your preference. This preference may be useful when analyzing data, preparing a business plan, and making tough decisions that affect the bottom line.
<i>Your score</i>	T	
<i>Male SBOs' score</i>	T	
Judging–Perceiving		About 72% of male small business owners and 55% of founders of fast-growing small companies prefer Judging. Your preference for Perceiving suggests that you may have a difficult time making final decisions in a timely manner, providing structure, and following through on tasks. However, Perceiving can help you deal with the ambiguity of starting a new business, adapt to changes in the market, and take advantage of new opportunities.
<i>Your score</i>	P	
<i>Male SBOs' score</i>	J	

PERSONAL STYLES AND ENTREPRENEURSHIP

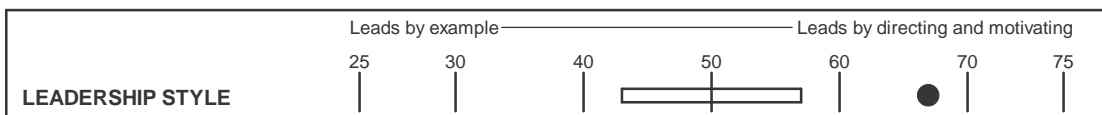
The *Strong* Personal Style Scales identify styles that may affect how you would run a business. Each bar shows the scores of 50% of male small business owners and each dot shows your score.



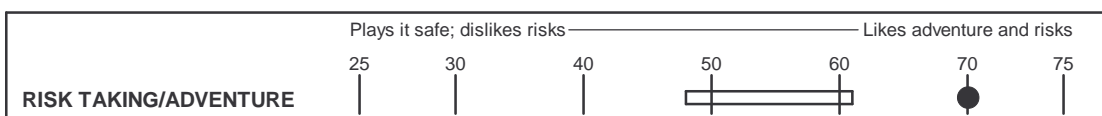
Small business owners, like men in the general population, are more interested in working with ideas, data, or things. Unlike small business owners, you are more interested in working with people. You may enjoy making contacts that can help your business. If you have few or no employees, how will you satisfy your interest in working with others?



Small business owners have more interest in practical, on-the-job learning than do men in general. You, however, prefer academic learning. This suggests that you enjoy learning even if you see no application for your business. If you need to constantly learn new things for your business, this career may be a good fit. Your style is to learn through classes or books.



Like men in general, male small business owners score in the middle of this scale. You, however, score toward the right, indicating an interest in leading others by directing and motivating. You may be an entrepreneur who wants to create a fast-growing company and eventually a large organization. If your firm grows slowly and you have few employees for a long time, how will your interest in leadership be satisfied? Will you become bored or frustrated working alone?



Men who run small businesses have slightly more interest in taking risks than do men in general. You are even more interested in risk taking. You may be willing to stake your financial future on your efforts. This interest may help you take necessary chances and seize opportunities. But it may also lead to you take unnecessary risks without adequate preparation, and you may leap into new markets about which you know little.

SUMMARY OF YOUR RESULTS

To summarize, your results are compared to small business owners' in three areas: personality type, general and specific interests, and similarity to small business owners in relation to the five tasks required to run a business.

Personality Profile Summary

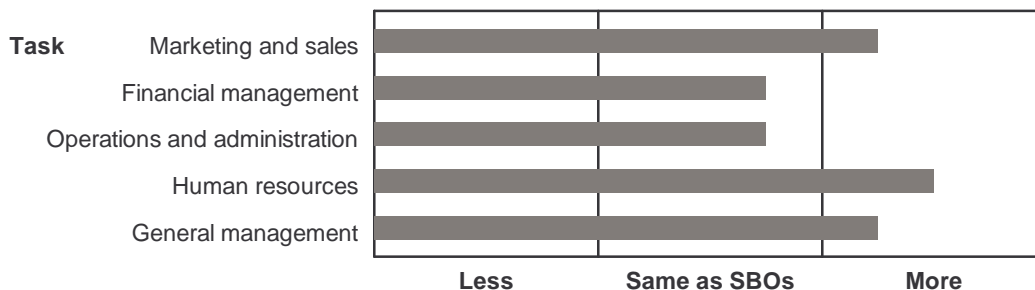
Starting a fast-growing small firm appeals to INTP men. INTP men are less likely than would be expected, however, to found other kinds of small businesses.

Interest Profile Summary

Your general interests, which are primarily in the Conventional and Enterprising Themes, are slightly similar to small business owners'. In addition, you share the specific likes and dislikes of these men. You may enjoy the day-to-day tasks involved in running a business in your area of interest. It might be important for you to choose a business area related to your primary Theme or to have activities in your spare time that enable you to fulfill this interest.

Task Profile Summary

The graph shows how similar you are to small business owners in relation to the five tasks.



- If you score “Same as SBOs,” you either share the likes, dislikes, and personality preferences of these men or have more interest in some of the scales that make up the task and less interest in others.
- If you score “Less” on a task, ask yourself these questions: Is this task important in the kind of company I am considering? Will I try to avoid the task? Will I be able to hire or contract with someone else to perform the task?
- If you score “More” on a task, ask yourself these questions: Will I spend so much time on this task that I neglect other necessary tasks? If so, will I be able to hire someone to do the other tasks? Can my interest in this task be a strategic advantage?

TEN SUGGESTIONS FOR FURTHER EXPLORATION

Here are more ways to explore whether you would like to pursue owning and operating your own business. The exploration process will also help you gather information that will ultimately become part of your business plan, your blueprint for a successful venture.

1. If you haven't done so already, consider working first as an employee in the field in which you want to start your business. Choose roles in organizations that can help you develop the specific skills you need to run a small business.
2. If your results reveal inconsistencies, try to resolve them by writing a job description for all the tasks required for the particular business you are considering. What do your *Strong* and MBTI results suggest about your interest in these particular tasks?
3. Talk to other small business owners in the field in which you are interested to find out how the business was started, what challenges the owner faced, and how challenges were met.
4. Contact the Chamber of Commerce for information about small businesses in your area.
5. Contact the Small Business Administration to find out about loans and obtain data about small businesses.
6. Contact the Service Corps of Retired Executives (SCORE). These volunteers offer free consulting services to people who are thinking of starting their own businesses.
7. Take courses in relevant areas such as marketing, finance, and management. Many universities offer courses on entrepreneurship.
8. Participate in Internet forums on small businesses or visit Web sites that offer information for entrepreneurs.
9. Read magazines that address starting your own business such as *Inc.*, *Entrepreneur*, *Success*, and *Nation's Business*.
10. Read relevant books such as the following:
Joining the Entrepreneurial Elite (1996) by Olaf Isachsen. Palo Alto, CA: Davies-Black Publishing.
Starting Out, Starting Over (1995) by Linda Peterson. Palo Alto, CA: Davies-Black Publishing.
Where Do I Go Next? Using Your Strong Results to Manage Your Career (1995) by Fred Borgen and Judith Grutter. Palo Alto, CA: Consulting Psychologists Press.