



# ENTREPRENEURSHIP VALUE PROFILE

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Version: EVP-Ent

# ENTREPRENEURSHIP VALUE PROFILE



Miranda, thank you for completing the Entrepreneurship Value Profile. We believe that you will find these insights useful, and that they will contribute to your future success.

Remember, your EVP results do not define you as an entrepreneur, nor do they prescribe your entrepreneurial trajectory. Rather, these results give you the self-awareness to modify your behavior in order to design your unique entrepreneurial journey.

## 1 LEARN THE BEHAVIORS OF SUCCESSFUL ENTREPRENEURS

This report provides you with information about the Eight Pillars of Entrepreneurship, which are the core entrepreneurial behaviors that drive performance.

## 2 DISCOVER WHAT UNDERPINS ENTREPRENEUR BEHAVIOR

Whether or not entrepreneurs demonstrate the Eight Pillars effectively is determined by their **personality traits**: the patterns and tendencies unique to each of us that influence how we think, how we behave, and how we are motivated.

## 3 UNDERSTAND HOW YOUR PERSONALITY SHAPES YOUR BEHAVIOR

Each personality trait can be both an asset (positively contributes) or a liability (negatively contributes) for performance depending on the Pillar. Understanding your personality tendencies and how they impact your behavior can help you adapt your behavior to maximize your assets and build your liabilities to improve performance outcomes.

# YOUR PERSONALITY, YOUR SUCCESS

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**Personality drives behavior.  
Behavior drives performance.  
Performance drives success.**



# THE EIGHT PILLARS OF ENTREPRENEURSHIP

The **Eight Pillars** were identified by conducting an analysis of entrepreneurs: a process that examined the key tasks, responsibilities, and behaviors that drive startup success. Blackhawke's research drew from over a century's worth of research in entrepreneurial behavior, including 1,000+ scientific studies.

The Blackhawke EVP predicts your behavior across these fundamental performance domains of the entrepreneurship process.

A more detailed description of each pillar is presented in the section **Your Results**.

## VISION & STRATEGY

*Behaviors related to opportunity recognition, conceiving a strategic vision, and selling the idea to others.*

## COLLABORATION & ALLYSHIP

*Behaviors related to building and managing relationships, collaborating, motivating, and leading others.*

## EXECUTION & OPERATIONS

*Behaviors related to devising and implementing business plans, core business functions, and operational systems.*

## DIRECTION & INFLUENCE

*Behaviors related to managing complicated situations, handling deals, taking risks, and acting on behalf of the venture.*

## WILLPOWER & INITIATIVE

*Behaviors related to setting goals and performance standards, taking initiative, and focusing on goal attainment.*

## INNOVATION & RESOURCEFULNESS

*Behaviors related to using resources creatively, maintaining competitive advantage, and continuously improving products or services.*

## PROBLEM SOLVING & DECISION MAKING

*Behaviors related to analyzing and processing information to solve problems and make decisions.*

## TENACITY

*Behaviors related to dealing with crises, overcoming obstacles, coping with stress, and managing emotions.*

# UNDERSTANDING YOUR RESULTS

## THE EIGHT PILLARS OF ENTREPRENEURSHIP

Below is a ranking of the Eight Pillars. The rank order is based on the degree to which your personality naturally aligns with 8 behaviors in each pillar.

Remember, there are no "perfect" scores on the E8P and your results do not strictly define you as an entrepreneur, or do they prescribe you as entrepreneurial together.

Remember, these results give you the self-awareness for you to define your own view on what it would be like your behavior in order to design your entrepreneurial journey.

**Dark grey bars** indicate that this pillar is a strength for you.  
**Medium grey bars** indicate that this pillar is a moderate strength for you.  
**Amber or red bars** indicate this pillar is a potential weakness.

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On the next page, you'll see the **Eight Pillars of Entrepreneurship**, ranked by the degree to which your personality aligns with the behaviors described by each pillar.

These are color-coded so you can easily see whether each is a **strength**, a **moderate strength**, a **moderate weakness** or a **weakness**.

## VISION & STRATEGY

Performance behaviors related to opportunity recognition, conceiving a strategic vision, and selling the idea to others.

**What successful entrepreneurs do:**

- Connect and integrate concepts to identify gaps and recognize unique opportunities in the market.
- Conceive an innovative solution that has strong market-product fit.
- Evaluate and scrutinize various options for solutions.
- Develop a compelling long-term vision and mission.
- Scan the environment to understand trends in the industry.
- Gather competitive intelligence and develop a competitive strategy.
- Architect a mental picture of the future and communicate it in a way that excites and energizes stakeholders.

### YOUR ASSETS

**Abstract Thinking (Med)**  
 You tend to think both abstractly and concretely, and depending on the topic or situation, you may enjoy abstract or philosophical discussions.  
 As an entrepreneur... Medium levels of abstract thinking may help you focus on the big picture, as well as the immediate steps that are needed to conceive a feasible entrepreneurial vision.

**Achievement-Striving (High)**  
 You tend to set challenging and far-reaching goals for yourself and hold yourself to challenging levels of performance.  
 As an entrepreneur... High levels of achievement-striving may enable you to conceive of ambitious ideas and grandiose visions.

### YOUR LIABILITIES

**Nonconformity (High)**  
 You tend to be very comfortable challenging the status quo.  
 As an entrepreneur... High levels of nonconformity mean you likely recognize disruptive ideas or advocate for visions that challenge existing norms but may run the risk of pushing boundaries too far.

**Curiosity (Med)**  
 You tend to be somewhat interested in investigating and seeking explanations, but do not need to know the reason for everything.  
 As an entrepreneur... Medium levels of curiosity mean you may not always ask the essential questions and acquire the knowledge needed to devise a well-informed strategy.

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On subsequent pages you will see detailed results for each of the Eight Pillars.

On the left of each page, you will see a list of the behaviors shown by research to be strongly associated with entrepreneurial success.

On the right, you will see which of your personality traits are the strongest assets and liabilities.

For each trait, you will see a personalized description, as well as the likely impact it has on your performance as an entrepreneur.

# YOUR PROFILE

## SUMMARY

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Remember: there are no "perfect" scores on the EVP. Performance in the Eight Pillars should be a team effort, these results should help you determine where you can add value and how to adapt your behavior to the task and situation.

**Dark grey bars** indicate that this pillar is a strength for you, and **medium grey bars** indicate this pillar is a moderate strength for you.

**Amber bars** indicate this pillar is a moderate weakness, and **red bars** indicate this pillar is a weakness.



# VISION & STRATEGY

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*Performance behaviors related to opportunity recognition, conceiving a strategic vision, and selling the idea to others.*

## What successful entrepreneurs do:

- Connect and integrate concepts to identify gaps and recognize unique opportunities in the market
- Conceive an innovative solution that has strong market-product fit
- Evaluate and scrutinize various options for solutions
- Develop a compelling long-term vision and mission
- Scan the environment to understand trends in the industry
- Gather competitive intelligence and develop a competitive strategy
- Architect a mental picture of the future and communicate it in a way that excites and energizes stakeholders

## YOUR ASSETS

### Abstract Thinking (Med)

*You tend to think both abstractly and concretely, and depending on the topic or situation, you may enjoy abstract or philosophical discussions.*

### As an entrepreneur...

*Medium levels of abstract thinking may help you focus on the big picture, as well as the immediate steps that are needed to conceive a feasible entrepreneurial vision.*

### Achievement-Striving (High)

*You tend to set challenging and far-reaching goals for yourself and hold yourself to challenging levels of performance.*

*High levels of achievement-striving may enable you to conceive of ambitious ideas and grandiose visions.*

## YOUR LIABILITIES

### Nonconformity (High)

*You tend to be very comfortable challenging the status quo.*

### As an entrepreneur...

*High levels of nonconformity mean you likely recognize disruptive ideas or advocate for visions that challenge existing norms but may run the risk of pushing boundaries too far.*

### Curiosity (Med)

*You tend to be somewhat interested in investigating and seeking explanations, but do not need to know the reason for everything.*

*Medium levels of curiosity mean you may not always ask the essential questions and acquire the knowledge needed to devise a well-informed strategy.*

# PROBLEM-SOLVING & DECISION-MAKING

*Performance behaviors related to analyzing and processing information to solve problems and make decisions.*

## What successful entrepreneurs do:

- Solve problems and make decisions daily, both small and large in scope
- Acquire and synthesize vast amounts of information before, during, and after problem solving
- Analyze and incorporate data into thinking processes and decisions
- Align decisions with strategic business goals
- Make decisions under uncertain, emotionally intense, and risky conditions that are bound by time constraints
- Seek and include others' opinions, voices, and perspectives
- Question assumptions and look for patterns to reach an optimal choice
- Scrutinize potential outcome scenarios; anticipate positive and negative consequences of decisions

## YOUR ASSETS

### Abstract Thinking (Med)

*You tend to think both abstractly and concretely, and depending on the topic or situation, you may enjoy abstract or philosophical discussions.*

### As an entrepreneur...

*Medium levels of abstract thinking mean you likely make decisions that strike a balance between high-level objectives and low-level objectives when problem-solving or decision-making.*

### Accountability (High)

*You tend to be highly accountable and take ownership of your work.*

*High levels of accountability mean that you likely think carefully and deliberately about potential consequences when making decisions.*

## YOUR LIABILITIES

### Nonconformity (High)

*You tend to be very comfortable challenging the status quo.*

### As an entrepreneur...

*High levels of nonconformity mean you may be highly likely to challenge and deviate too far from conventional norms and boundaries when making decisions.*

### Self-Efficacy (Med)

*You tend to waiver in the degree to which you believe you have the competence to accomplish tasks.*

*Medium levels of self-efficacy may result in a timid or slow approach to making decisions to invest substantial amounts of time and personal resources in your work.*

# INNOVATION & RESOURCEFULNESS

*Performance behaviors related to using resources creatively, maintaining competitive advantage, and continuously improving products or services.*

## What successful entrepreneurs do:

- Brainstorm and generate ideas
- Think, plan, and act in novel ways to upgrade or launch new products
- Maintain a competitive advantage by anticipating changes and trends in customer base
- Marshal the resources in demand to maximize productivity
- Find imaginative and creative ways to make the most of available resources
- View innovation as a constant process and look for ways to improve offerings

## YOUR ASSETS

### Adaptability (High)

*You tend to be very flexible, open to change, and likely find it easy to adapt to new situations.*

### As an entrepreneur...

*High levels of adaptability mean you likely view surprises or unexpected changes as real opportunities for innovation.*

### Conflict Tolerance (Med)

*You tend to have a moderate tolerance for conflict.*

*Medium levels of conflict tolerance mean you may allow for a healthy amount of conflict that challenges your team members to co-create novel ideas and solutions and avoid groupthink.*

## YOUR LIABILITIES

### Abstract Thinking (Med)

*You tend to think both abstractly and concretely, and depending on the topic or situation, you may enjoy abstract or philosophical discussions.*

### As an entrepreneur...

*Medium levels of abstract thinking mean you may find it challenging to view situations and concepts from beyond a narrow and literal perspective, decreasing the likelihood that you easily invent novel and unique ideas and solutions.*

### Curiosity (Med)

*You tend to be somewhat interested in investigating and seeking explanations, but do not need to know the reason for everything.*

*Medium levels of curiosity mean you may struggle slightly during the innovative process because you may not ask enough questions that force your team to think through the mechanics or logistics behind novel products or service.*

# EXECUTION & OPERATIONS

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*Performance behaviors related to devising and implementing business plans, core business functions, and operational systems.*

## What successful entrepreneurs do:

- Transition conceptual visions into operational realities
- Organize thoughts, plan, and detail the steps to realize the vision
- Take action to carry out the steps and follow-through
- Avoid distractions and prioritize the myriad of tasks so they can focus on making progress and reaching the vision.
- Accomplish a wide range of business activities, including managing the financials, marketing, business development, product development, human resource management
- Develop operations systems and processes that are strategically aligned and will enable scalable, long-term growth

## YOUR ASSETS

### Accountability (High)

*You tend to be highly accountable and take ownership of your work.*

### As an entrepreneur...

*High levels of accountability mean your team members are more likely to trust you to hold yourself responsible for your choices and actions.*

### Achievement-Striving (High)

*You tend to set challenging and far-reaching goals for yourself and hold yourself to challenging levels of performance.*

*High levels of achievement-striving mean you likely work hard to meet your standards and do what it takes to live up to your performance potential.*

## YOUR LIABILITIES

### Focus (Low)

*You tend to be easily distracted and have difficulty focusing on a single task for an extended period of time.*

### As an entrepreneur...

*Low levels of focus mean you likely find it challenging to reach goals in a timely manner because you are more susceptible to distractions.*

### Action-Orientation (High)

*You tend to prefer to jump into action and turn ideas into reality, rather than talking about the ideas or thinking about planning.*

*High levels of action-orientation may negatively impact your execution of tasks because you are more likely to jump right into action without sufficient planning.*

# TENACITY

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*Performance behaviors related to dealing with crises, overcoming obstacles, coping with stress, and managing emotions.*

## What successful entrepreneurs do:

- Handle unexpected problems, complications, and failures
- Cope with stressors and the hard times in healthy, productive ways
- Weather rejections, negative feedback, failures, and setbacks
- Understand and regulate emotions across a variety of situations.
- Remain calm under stress and during emergencies
- Stay determined to make progress amidst the never-ending stressors
- Maintain an optimistic attitude

## YOUR ASSETS

### Action-Orientation (High)

*You tend to prefer to jump into action and turn ideas into reality, rather than talking about the ideas or thinking about planning.*

### As an entrepreneur...

*High levels of action-orientation mean you may be likely to persist when there are setbacks or obstacles that halt progress because you prefer to be engaged in action and making tangible progress.*

### Adaptability (High)

*You tend to be very flexible, open to change, and likely find it easy to adapt to new situations.*

*High levels of adaptability mean you likely maintain momentum when plans need to be changed, or you need to pivot.*

## YOUR LIABILITIES

### Emotional Volatility (High)

*You tend to feel and express your emotions very intensely and experience changes in mood or find it difficult to intentionally control emotions in all situations.*

### As an entrepreneur...

*High levels of emotional volatility may introduce the risk that you lose self-control during emotionally charged situations.*

### Indifference (Low)

*You tend to be highly emotionally invested in situations and feel high levels of remorse or negative emotions when your actions negatively affect others.*

*Low levels of indifference mean you may be negatively affected by stress, doubt, or unease that is common in entrepreneurship.*

# WILLPOWER & INITIATIVE

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*Performance behaviors related to setting goals and performance standards, taking initiative, and focusing on goal attainment.*

## What successful entrepreneurs do:

- Take initiative, work autonomously, and learn independently
- Set goals to manage and achieve progress
- Devise high-performance expectations and accountability standards
- Develop unwavering commitment and dedication to succeed
- Act results-oriented mentality
- Dedicate large amounts of time, effort, and energy to achieving goals
- Use passion as an internal driving force to inspire action

## YOUR ASSETS

### Action-Orientation (High)

*You tend to prefer to jump into action and turn ideas into reality, rather than talking about the ideas or thinking about planning.*

### As an entrepreneur...

*High levels of action-orientation mean you may be driven by the fast-paced nature of the entrepreneurship environment.*

### Independence (High)

*You tend to prefer to have complete freedom and ownership over your work.*

*High levels of independence mean the autonomy of being an entrepreneur drives you.*

## YOUR LIABILITIES

### Focus (Low)

*You tend to be easily distracted and have difficulty focusing on a single task for an extended period of time.*

### As an entrepreneur...

*Low levels of focus mean you may not be driven by tasks that require you to concentrate and work in solitude for hours at a time.*

### Competitiveness (Med)

*You tend to possess a moderate desire to win and out-perform others.*

*Medium levels of competitiveness mean that focusing on how you can beat the competition may not always serve as a productive way to maintain motivation.*

# DIRECTION & INFLUENCE

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*Performance behaviors related to managing complicated situations, handling deals, taking risks, and acting on behalf of the venture.*

## What successful entrepreneurs do:

- Approach bold challenges with confidence, poise, and determination, regardless of difficulty or intimidation
- Influence others to dedicatedly follow visions, decisions and actions
- Serve as role model and provide direction and leadership for the organization
- Empower and embolden startup team members to pursue the mission of the organization
- Confidently enter unfamiliar situations that are often volatile and require difficult decisions or unpleasant conversations,
- Sell to people or persuade others to take certain actions
- Take calculated risks with an approach mindset, focusing on the achievable not potential loss

## YOUR ASSETS

### Accountability (High)

*You tend to be highly accountable and take ownership of your work.*

### As an entrepreneur...

*High levels of accountability mean you likely stick by and own your decisions and behavior.*

### Courage (High)

*You tend to easily face fears or danger, and frequently speak up for what you believe is right.*

*High levels of courage increases the likelihood that you emerge as a leader because you are willing to put yourself in challenging situations.*

## YOUR LIABILITIES

### Emotional Volatility (High)

*You tend to feel and express your emotions very intensely and experience changes in mood or find it difficult to intentionally control emotions in all situations.*

### As an entrepreneur...

*High levels of emotional volatility may decrease your ability to effectively negotiate and maintain emotional restraint in high-stakes leadership situations.*

### Empathy (High)

*You tend to have a genuine concern for others and likely intensely internalize their emotions, feelings, and attitudes.*

*High levels of empathy mean that you may avoid confronting difficult leadership and managerial situations because you may be overly worried about how they will impact others' well-being.*

# COLLABORATION & ALLYSHIP

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*Performance behaviors related to building and managing relationships, collaborating, motivating, and leading others.*

## What successful entrepreneurs do:

- Build and maintain relationships with all necessary stakeholders, including investors, boards of directors, customers, employees, and strategic alliances
- Seek to understand the unique needs of each stakeholder group and how to best serve them
- Work collaboratively with their stakeholders and team members to contribute to business goals
- Coordinate efforts to seamlessly accomplish tasks
- Communicate clearly and effectively with colleagues and collaborators
- Foster a team and organizational culture that is productive, healthy, and fair

## YOUR ASSETS

### Inclusiveness (High)

*You tend to bring many types of people together and facilitate interpersonal connections.*

### As an entrepreneur...

*High levels of inclusiveness mean you likely elicit the best out of the diverse members of your social network and facilitate cohesion in your team.*

### Perspective-Taking (High)

*You tend to think about things from multiple lenses and can easily take on others' perspectives.*

*High levels of perspective taking may increase the likelihood that you can easily understand customer needs and that others find you relatable.*

## YOUR LIABILITIES

### Introversion (High)

*You tend to prefer being alone and are typically reserved and quiet around others.*

### As an entrepreneur...

*High levels of introversion mean you may find work-related socializing uncomfortable, possibly impeding your ability to build the social network you need.*

### Trustfulness (Low)

*You tend to be rather apprehensive and untrusting of others initially and assume that few people are fair, honest, and have good intentions.*

*Low levels of trustfulness may hinder your ability to build a strong social network but likely prevents you from being taken advantage of by others.*

# THE NEXT STEPS ON YOUR JOURNEY

***"Knowing how one is wired  
is a necessary first step on  
any life journey."***

- Ray Dalio, *Principles*

This report is designed to serve as an on-going resource for improving your performance. To get the most from it, we suggest an iterative, three-step process:

### **1. Interpret**

Carefully read through the report and embrace the feedback. We didn't develop the EVP to tell you what you want to hear; we developed it to help you grow wiser and achieve greatness.

### **2. Reflect**

Reflect on past behavior to gain deeper insight. Share your results with trusted colleagues and ask questions. Then begin to pay conscious attention to your behaviors.

### **3. Adapt**

Improve your performance by intentionally adapting to the situation and ecosystem. Don't try to change who you are; get to know yourself so you can adjust your behavior in ways that amplify your assets and mitigate your liabilities across situations.

Finally, use the insights you have gained to build:

- Entrepreneurship skills
- Self-awareness and personal growth
- Leadership skills and transformation
- Team effectiveness
- Teamwork skills

*Schedule a call with a Blackhawke expert for individual or group coaching by visiting [www.blackhawke.io/EVP](http://www.blackhawke.io/EVP) or contact [info@blackhawke.io](mailto:info@blackhawke.io)*



# ABOUT BLACKHAWKE

We empower entrepreneurs by providing data-driven insights to help them make wise decisions, improve performance, and accelerate startup growth.

The unique insights, advice, and guidance Blackhawke provides are rooted in over a century's worth of scientific research.

Read our latest articles at [medium.com/blackhawke](https://medium.com/blackhawke)

For more information about Blackhawke Behavior Science, contact us via any of the methods below.



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