

## The 12 Pillars of Entrepreneurship Performance

The 12 Pillars were identified by a multi-year, meta work analysis, examining the key tasks, responsibilities, and behaviors that drive startup success. Blackhawke drew from over a century's worth of research in entrepreneurial behavior, including over 1,000 scientific studies.

### Cognition

#### **Vision**

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

#### **Strategy**

Behaviors related to developing a business strategy that fits a market need and is competitive within the industry.

#### **Resourcefulness**

Behaviors related to marshaling the necessary tools, capital, and supplies and using them creatively when resources are scarce.

### Action

#### **Execution**

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

#### **Innovation**

Behaviors related to maintaining competitive advantage by continuously improving products or services.

#### **Decision Making**

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

### Relational

#### **Collaboration**

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

#### **Direction**

Behaviors related to providing guidance to and orchestrating members towards achieving shared goals.

#### **Influence**

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

### Motivational

#### **Autonomy**

Behaviors related to setting goals and performance standards and focusing on goal attainment.

#### **Intensity**

Behaviors related to managing and allotting energy and effort to achieve goals.

#### **Tenacity**

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