

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.

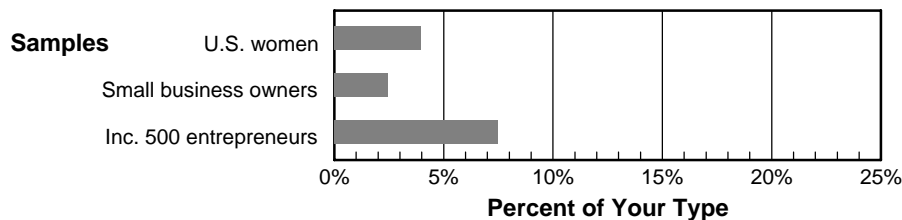
Focus of Energy	Mode of Perception	Mode of Judgment	Attitude Toward the Outer World
I INTROVERSION Focus inwardly on thoughts, feelings, and impressions	N INTUITION See possibilities and the big picture	T THINKING Use logic and analysis to make decisions	P PERCEIVING Be spontaneous, adaptable, and open 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 women who share your MBTI personality type go into business for themselves. It is based on the MBTI results of a sample of female small business owners and a small sample of female entrepreneurs whose businesses made the Inc. 500 list of the fastest growing small companies.

As you can see, INTP women become small business owners less often than would be expected given the percentage of INTPs among U.S. women. But note that they are more likely than would be expected to found one of the fastest growing small companies.



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 206 women who own and run small businesses responded to the items on the *Strong*. Throughout this report, you are being compared with these women—small business owners of the same gender as yourself—because research has shown that women’s and men’s interests differ, even within the same occupation. Research has also suggested that female and male 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"> • 46-year-olds, on average • women with 16 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"> • 90% are satisfied with their responsibilities • 88% like the opportunities to use their skills and abilities • 73% like their working hours (74% work more than 40 hours per week) 	<ul style="list-style-type: none"> • 75% liked the specific activities of running a business • 67% wanted to use their best talents • 53% wanted to earn a good income (note that 51% are satisfied with current salary) • 35% entered because of some chance event

Your Results on the Small Business Owner Occupational Scale

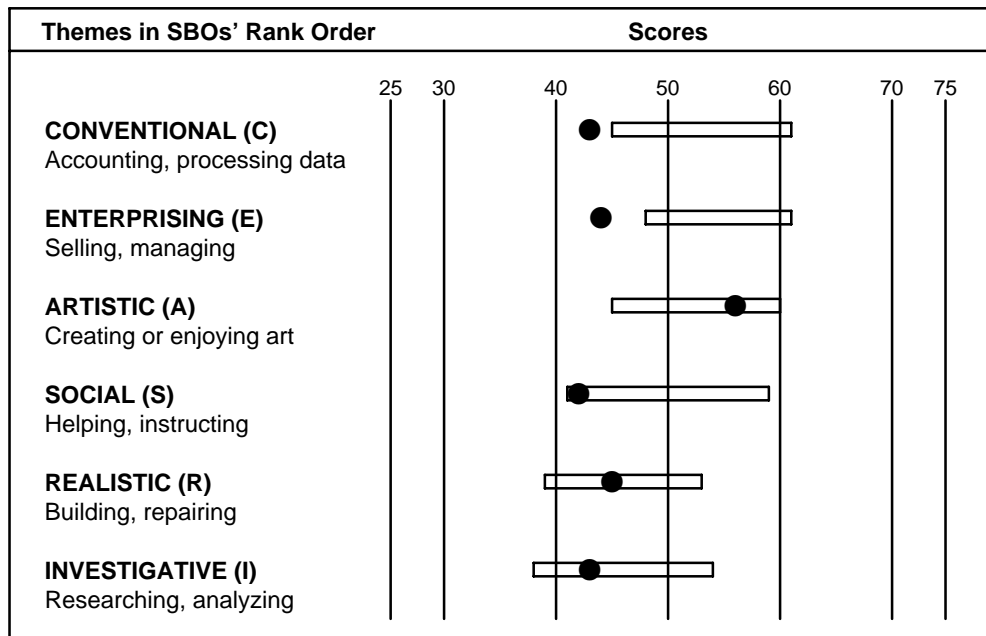
The *Strong’s* Occupational Scales show how similar your interests are to the interests of people working in over 100 specific occupations. Your score on the female Small Business Owner scale is shown below. The text to the right of your score explains whether you share the likes *and* dislikes of the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

<p>Your score 35</p>	<p>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.</p>
<p>Female SBOs’ score 50</p>	

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



Female SBOs' top two Themes: CE

Women who own small businesses show more interest in the Conventional and Enterprising Themes than do women in the general population. 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.

Your top two Themes: AR

Your interests are primarily in the Artistic and Realistic Themes. People with Artistic and Realistic interests enjoy creating things with their hands. They prefer to work alone in unstructured environments to produce tangible objects such as models and prototypes for new products or for artistic products. A business in an artistic field might be a good match for your interests. If you get caught up in product development, you may lose interest in the day-to-day operations of a small business. In a small business, however, you must be both the idea person and the implementer.

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 female small business owners and with the scores of women 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 female 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		Although you have some interest in sales, you are not as interested as small business owners are. You may focus more on developing your product or service and less on selling it. Will you need to actively identify, approach, and persuade potential customers to buy your product or service for your business to succeed?
<i>Your score</i>	43	
<i>Female SBOs' score</i>	47–63	
Merchandising		This scale taps an interest in having people approach you in a storelike setting to purchase your product or service. Your interest is similar to that of small business owners, which suggests that you will probably enjoy this kind of sales activity. What is the mix of sales and merchandising that your business will require?
<i>Your score</i>	48	
<i>Female SBOs' score</i>	48–63	

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>	34	
<i>Female SBOs' score</i>	29–45	
Advertising Executive		You have more in common with ad executives than small business owners do. Of these ad executives, 84% work in large agencies and only 4% are self-employed. Your score suggests that you may enjoy conceptualizing and supervising ad campaigns and contact with advertisers. Will these interests be satisfied if your firm is small?
<i>Your score</i>	51	
<i>Female SBOs' score</i>	25–40	
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>	50	
<i>Female SBOs' score</i>	23–41	

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>Female 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		You have less interest in managing data than small business owners have. Will you neglect to collect and study data that could help you make sound business decisions? Or will you be able to capitalize on the data available to you?
<i>Your score</i>	42	
<i>Female SBOs' score</i>	45–58	

STRONG OCCUPATIONAL SCALES

Accountant		Like some small business owners, you have little 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. How will you handle accounting in your business?
<i>Your score</i>	30	
<i>Female SBOs' score</i>	26–44	

Investments Manager		Like women who own small businesses, you do not have much in common with investments managers, who work primarily in large firms. You probably will not enjoy activities related to financial analysis, money management, and investing. Will these tasks be important in your business?
<i>Your score</i>	25	
<i>Female SBOs' score</i>	19–36	

Banker		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>Your score</i>	34	
<i>Female SBOs' score</i>	34–50	

MBTI PREFERENCES

Sensing–Intuition		About 72% of small business owners and 50% of founders of the fastest growing businesses prefer Sensing. Your preference for Intuition suggests that you may not enjoy the critical tasks of managing daily cash flow and financial details that can keep your business viable. But Intuition may help you see the larger financial picture and anticipate financial trends that may affect your business.
<i>Your score</i>	N	
<i>Female SBOs' score</i>	S	

Thinking–Feeling		About 67% 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>Your score</i>	T	
<i>Female 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		Like some small business owners, you show average interest in the tasks associated with office services. You have some interest in performing clerical tasks and setting up and maintaining your office machines, although these may not be favorite activities.
<i>Your score</i>	48	
<i>Female SBOs' score</i>	46–65	
Computer Activities		You have little interest in activities involving computers. Most small businesses use computers for many activities; at a minimum, computers can help with record keeping and word processing. Will your lack of interest make you less efficient than you might be?
<i>Your score</i>	34	
<i>Female SBOs' score</i>	45–63	

STRONG OCCUPATIONAL SCALES

Bookkeeper		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>Your score</i>	24	
<i>Female SBOs' score</i>	27–48	
Purchasing Agent		You have less in common with purchasing agents than do small business owners. You probably would not enjoy negotiating with vendors for the purchase of equipment and supplies and keeping track of costs, delivery, and performance. How important will these tasks be to the success of your business?
<i>Your score</i>	24	
<i>Female SBOs' score</i>	27–45	

MBTI PREFERENCES

Sensing–Intuition		About 72% of female small business owners and 50% of founders of the fastest growing small firms prefer Sensing. Your preference for Intuition suggests that you may not be interested in the necessary details involved in the operations of your business. But Intuition may help you focus on the big picture and your business's possibilities.
<i>Your score</i>	N	
<i>Female SBOs' score</i>	S	
Judging–Perceiving		About 73% of small business owners and 50% 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>Your score</i>	P	
<i>Female SBOs' score</i>	J	

■ 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		Small business owners have some interest in helping and working with others, either directly through their business or through volunteer activities in the community. You have about the same interest in this area as small business owners have. This interest may be helpful if you need to perform HR tasks. You might also satisfy this interest by starting a service business.
<i>Your score</i>	49	
<i>Female SBOs' score</i>	42–60	

STRONG OCCUPATIONAL SCALES

Human Resources Director		Like small business owners, you have some interests in common with HR directors. You may enjoy some but probably not all of the tasks involved with recruitment, selection, and training of employees and with setting up and implementing compensation and benefits policies. To what extent will your business require you to function in this role?
<i>Your score</i>	36	
<i>Female SBOs' score</i>	27–46	
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>	49	
<i>Female SBOs' score</i>	23–44	

MBTI PREFERENCES

Thinking–Feeling		About 67% of female small business owners and 89% of founders of the fastest growing small firms 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>Female 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		Like small business owners, you have an interest in supervising, leading, and managing others. This interest will be important if your firm grows, but how will you satisfy it if your firm remains small?
<i>Your score</i>	47	
<i>Female SBOs' score</i>	47–58	

STRONG OCCUPATIONAL SCALES

Store Manager		Like some small business owners, you share only a few of the likes or dislikes of retail store managers. You may enjoy a few of the tasks associated with managing a small- to medium-sized retail business, but you will probably also dislike many of these tasks. Will your business require you to perform retail management tasks?
<i>Your score</i>	30	
<i>Female SBOs' score</i>	27–45	

Optician		Unlike small business owners, you share few of the likes and dislikes of opticians, who spend at least 75% of their time in direct patient contact. You may not enjoy a business that involves providing a technically based retail service to customers.
<i>Your score</i>	17	
<i>Female SBOs' score</i>	31–46	

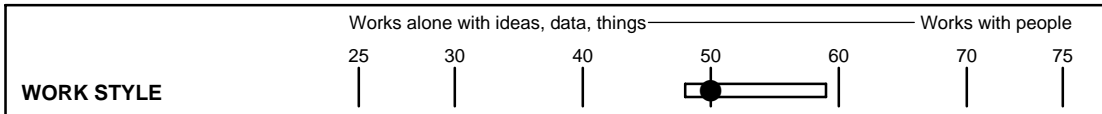
MBTI PREFERENCES

Thinking–Feeling		The percentage of Thinking types is 67% among female small business owners and 89% among founders of the fastest growing small companies. Your preference for Thinking 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>Female SBOs' score</i>	T	

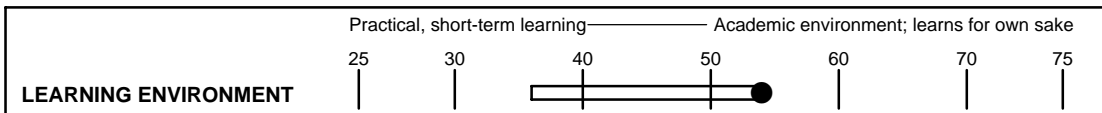
Judging–Perceiving		About 73% of female small business owners and 50% of founders of fast-growing small companies prefer Judging. Your preference for Perceiving suggests that you may have a difficult time making final decisions in a timely manner, providing structure, and following through on tasks. 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>Female SBOs' score</i>	J	

PERSONAL STYLES AND ENTREPRENEURSHIP

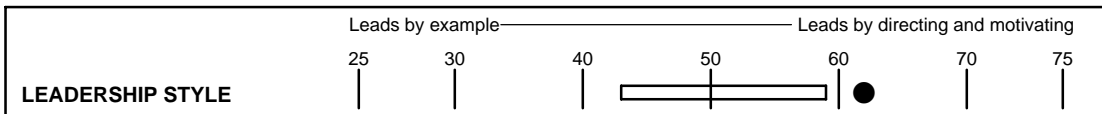
The *Strong* Personal Style Scales identify styles that may affect how you would run a business. Each bar shows the scores of 50% of female small business owners and each dot shows your score.



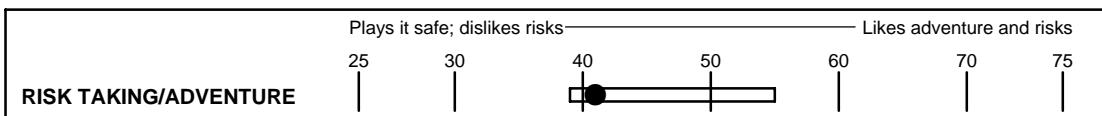
Small business owners, like women in the general population, are more interested in working with people than with ideas, data, or things. Your score is near the middle of this scale, but still within the range of small business owners. You may find that alternating between working alone with ideas, data, or things and working with others is a good balance for you. Will your business allow you to achieve this balance?



Small business owners have more interest in practical, on-the-job learning. Your score is near the middle of the scale, but still in the range of the small business owners. This suggests that you may enjoy a mix of learning environments or may enjoy learning theories that are applicable to your business.



Like women in general, female small business owners score in the middle of this scale. You, however, score toward the right, indicating a style of 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?



Women who run small businesses, like women in general, score in the middle of this scale. You have about the same interest in risk taking as do small business owners. You are willing to take some risks to achieve your goals, but in general, you may feel more comfortable not taking too many chances.

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

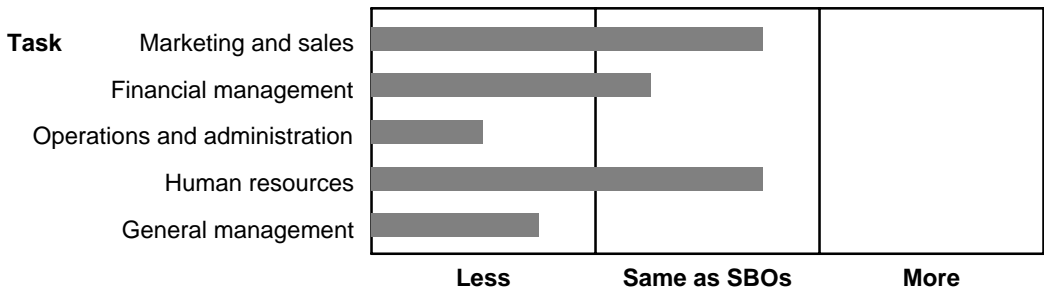
Starting a fast-growing small firm appeals to INTP women. INTP women are less likely than would be expected, however, to found other kinds of small businesses.

Interest Profile Summary

Your top two general interests, the Artistic and Realistic Themes, are unlike the top two general interests of small business owners. You share the specific likes and dislikes of these women, however. You may enjoy the day-to-day tasks involved in running a business in your area of interest. But it may be important for you to choose a business area related to one of your primary Themes.

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 women 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.