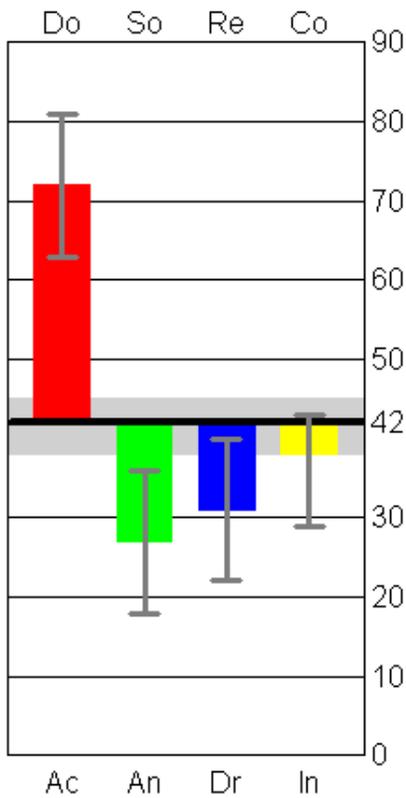


## Chapter 5

### Who Are The Entrepreneurs and Wantpreneurs?

#### Trailblazers



#### Key to Behavioral Scales

Dominant <> Accepting:      Competitive, Goal-Oriented <> Deliberate, Cautious  
Sociable <> Analytical:      Empathetic, Extroverted <> Logical, Work-Oriented  
Relaxed <> Driving:          Patient, Reliable <> Restless, Pressure-Oriented  
Compliant <> Independent:   Conscientious, Detail-Oriented <> Strong-Minded, Persistent

## **TRAILBLAZER - Generalist personality type**

As you can see from the Trailblazer personality graph, Trailblazers typically have a high level of dominance, are very driven and have an above-average level of independence and an analytical thought process. Although they are the type of people who may come to mind when you think about entrepreneurs, their challenge is building and maintaining lucrative businesses because they are more process-oriented than people-oriented.

By nature, Trailblazers are very competitive, ambitious and goal-oriented. So much so that they have a tendency to be aggressive and sometimes take a steamroller approach. Restless and energetic, Trailblazers have a strong drive and display a sense of urgency, regardless of the task at hand. They tend to have two speeds: fast and faster. Independent, persistent and decisive, Trailblazers aren't happy unless they're in charge. Most Trailblazers are logical, analytical, practical and realistic, and they usually base decisions on facts rather than feelings. **WARNING:** Do not attempt to sway Trailblazers with an emotional argument, because you won't get what you want. Instead, ask them whether they're open to a suggestion. It gives them the opportunity to turn off their "Stupid Switch." That's the little switch located deep within our reptilian brain. It's almost always in the on position, but if

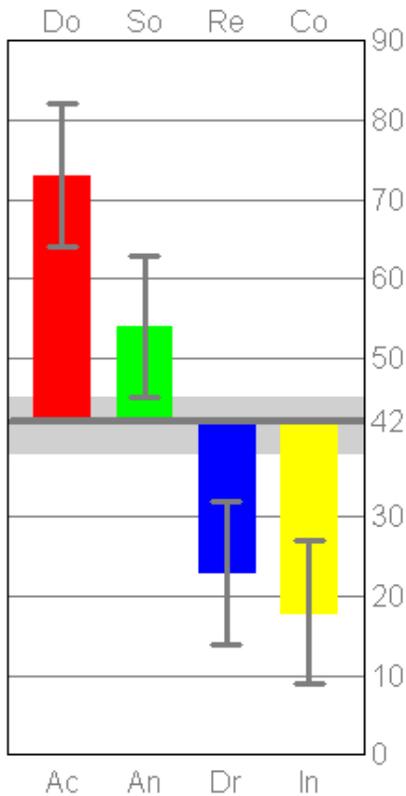
you ask them if they're open to a suggestion and they say "yes," they will listen and be more responsive than reactive, increasing your chances of getting what you want.

#### SIDEBAR:

Stupid Switch – Definition: The Stupid Switch is that little part of our reptilian brains that causes us to be more reactive than responsive. It causes us to say NO at the flip of a switch (stupid switch). The default setting is usually in the on position.

Trailblazers are known for "stepping on others' toes" because of their intense need to achieve their goals and their tendency to focus more on ideas and methods than on people. Although they may be good at routine and details, they often abhor both, seeking challenges and new opportunities instead. They resent close supervision and are likely to be abrasive, so they tend to experience more people problems than other entrepreneurial types.

## Go-Getter



### Key to Behavioral Scales

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## Go-Getters – Generalist personality type

Go-getters have a higher-than-average level of both dominance and sociability and are also very driven and independent. Go-getters naturally work by, with and through others. They are competitive, but their drive to succeed is sometimes tempered by their interest in and concern for others. Ambitious goal-setters by

nature, they welcome responsibility and authority but can share some of the spotlight. They are more interested in working with others than being isolated.

**SIDEBAR:**

A Go-getter we recently interviewed said he makes his wife crazy when they attend the Philharmonic because the music stimulates his creativity and he constantly is writing his ideas on a pad of paper that he always carries with him.

**END SIDEBAR**

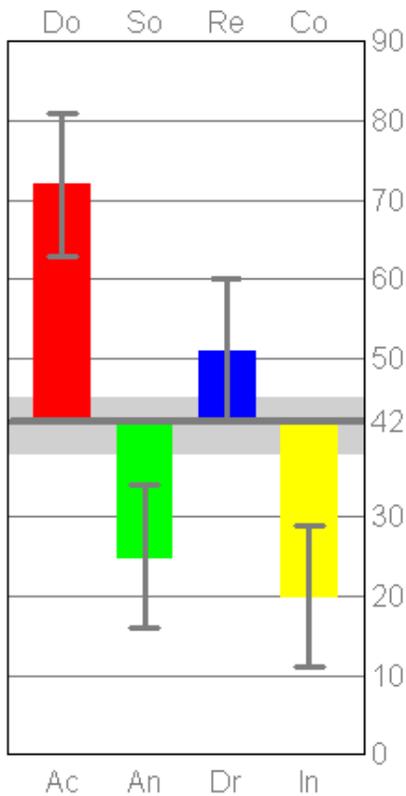
Go-Getters tend to have a high level of energy and often find it difficult to relax. Even when they say they're doing "nothing," chances are they're actually doing *something*. They show a great deal of personal initiative, coupled with a compelling sense of urgency to get things done. For Go-Getters, variety really is the spice of life, and they quickly become bored and restless with too much routine; they can handle the routine and details when required, they'd rather not. They relish their independence, work well under pressure and tend to be persistent and decisive. Go-Getters enjoy motivating others and are usually good at delegating details but usually not as good at delegating authority. Sociable and outgoing, most Go-getters

are effective communicators and can be very persuasive genuinely liking people and may even display a "Clintonesque" quality of empathy and understanding. The Clintonesque Go-getters are great at reading others.

Clintonesque defined – A natural ability similar to that of our previous US President, William Jefferson Clinton. In his first presidential campaign he was able to walk into a town hall meeting with total strangers and sense their issues. You find this quality in many of the greatest leaders and salespeople. Ronald Regan was also such a person. In the study of Transactional Analysis they refer to this as the “Little Professor.”

Go-getters thrive on challenge and new opportunities and can become surly if they're not achieving their goals. They have a distaste for close supervision and balk at most forms of micro-management. They're more interested in working with others than with ideas, systems and methods. They're not happy if the work they do isolates them from other people because they need social stimulation.

## Managers



### Key to Behavioral Scales

Dominant <> Accepting:      Competitive, Goal-Oriented <> Deliberate, Cautious  
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### Managers – Generalist personality type

Managers are dominant and independent. In their case, these two characteristics feed each other so that they can appear to be more dominant or independent than they actually are. Managers are also very goal-oriented and can be quite analytical, focusing more on the process and outcomes than on others. They have a tendency

to look at people as a vehicle for helping them accomplish their goals.

Consequently, they sometimes disregard or overlook the people part of the equation or inadvertently offend people with their straightforward style of communication.

Unlike the two previous entrepreneurial types we've discussed, who are also generalists but with a greater sense of drive about getting things done quickly, Managers have a higher level of relaxation and know that some projects simply take more time to complete and some goals take longer to achieve than others. A Manager may want something to be done by tomorrow but will rarely say he wants it done yesterday (a typical comment for Go-Getters, Trailblazers and Motivators). One of Managers' strengths is that they like to think things through before responding. They're loyal, sometimes to a fault, as they look at their employees as an extension of their families; as we know, it's difficult firing your family.

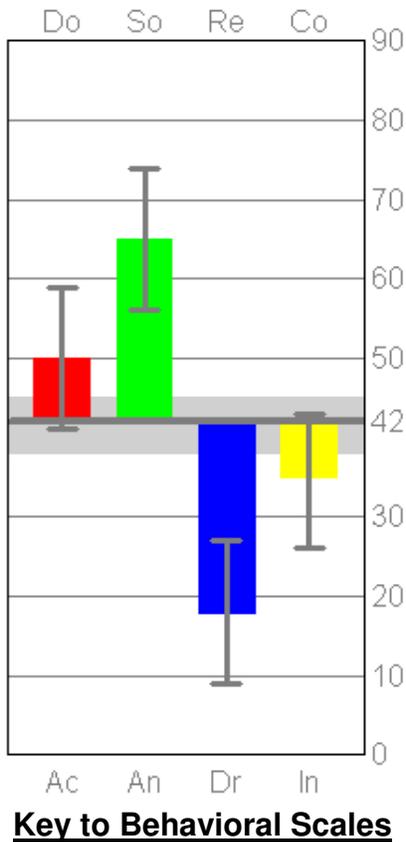
Although Managers have a higher level of relaxation, that doesn't mean they're any less competitive or goal-oriented than their counterparts. They love to win and don't hesitate to take chances. They view conflict, resistance and roadblocks as par for the course and can often use challenges and difficulties as steppingstones or ways to motivate themselves and others. The problem is that sometimes their strong wills

coupled with their low level of sociability and high relaxation can be seen as stubbornness.

They prosper in environments where they can freely use their sense of initiative and often fight to get their own way -- which they firmly believe is the best way or the right way. They make decisions based on facts and are rarely concerned with the opinions or reactions of others. They do not, however, enjoy working with difficult people and will attempt to sidestep personnel problems or steamroller these people, rather than finding a way to work things out.

Because Managers are so reliable and patient, they work well with systems and methods and might be described as calm, cool and collected -- even when the pressure is intense and the stakes are high.

## Motivators



**Dominant <> Accepting: Competitive, Goal-Oriented <> Deliberate, Cautious**  
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### Motivators – Generalist personality type

Motivators, also fit the generalist pattern, have a high level of sociability, an above-average level of dominance and low levels of compliance and relaxation -- meaning they are independent and driven.

Typically friendly and outgoing, Motivators work best when they're interacting with others. They're congenial, optimistic and more likely to focus on the positive aspects of business and messages rather than on negatives. They believe in others and are supportive and encouraging. Motivators are enthusiastic about sharing their ideas. They work well within a team environment and often enjoy healthy competition with others. A team win is more important to them than a personal win.

Motivators are independent, think autonomously and are capable of acting on their own. They tend to believe their ideas are right and are often determined to get their own way but will do so by working with and through others. They're persistent, have a strong ability to follow through, and stay on track to get the results they're seeking. Although they don't *have* to be in charge, they prefer leadership roles and enjoy using their initiative. Motivators tend to be restless, so they want to get things done quickly. They set goals that they think are attainable and don't involve too much unnecessary risk.

#### SIDEBAR:

My writing mentor and coach, Toni Robino, is a Motivator. The name of her firm is With Flying Colours. Motivators are one of the best personalities to work with because they are always upbeat, positive and have that marvelous can do attitude.

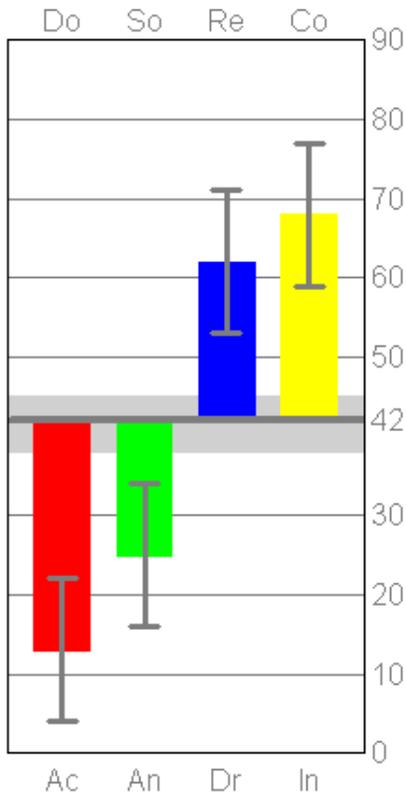
She works phenomenally well under pressure and makes last minute deadlines look like an art form. We'll talk about the challenges of working with a Motivator later.

END

Motivators prefer to avoid friction with others, but they'll face up to a problem if and when it can't be avoided. Even so, their high level of sociability can lead them to steer clear of confrontation in an effort to be well-liked and popular with others. They're usually good communicators but not always as good at listening as they are at talking. They aren't happy in situations that require working alone for long periods of time, and although they can take charge on occasion, they don't respond well to having authority over others in difficult or confrontational situations. They would be better-served having a sales manager report to them than having a whole sales team report to them.

## Wantapreneurs

### **Authorities**



### Key to Behavioral Scales

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### **Authorities - Specialist personality type**

Those who have this personality are the backbone of our society. They are the loyal workers who make our world work. They're the ones who make our products, service our systems and always do it right. They are rarely the founders of

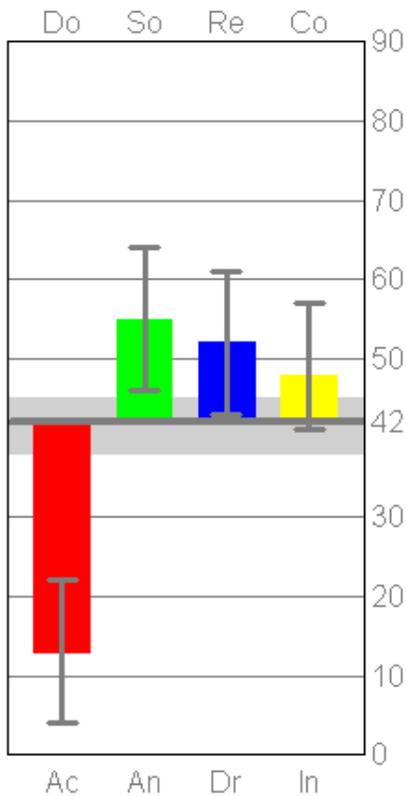
entrepreneurial enterprises, but they *can* be excellent distributors, franchisees or owners of an existing business; meaning they do well when they purchase an ongoing operation.

Authorities are detail and tactically oriented and are motivated by doing things one way -- the right way. They are very conscientious and cooperative, following rules, procedures and policies carefully. Very thorough with details, they're cautious, deliberate, logical, analytical and they make decisions based on facts and figures, rather than on emotions or gut reactions. Relaxed, patient and peaceful by nature, they're great team players and tend to avoid confrontation.

Steady and reliable, Authorities are comfortable with and can enjoy routine. They aren't necessarily competitive, strong-willed or highly independent and probably won't want responsibility for difficult people or for difficult decisions outside their areas of expertise. Within their areas of expertise, however, they make quick decisions and can appear to be as strong as most generalists; their strength just comes from another source -- their experience and skills. Their relaxed and easygoing nature isn't usually compatible with pressure and deadlines. That's not to say they can't deal with pressure; as with any pattern or behavior that requires change, they just need an understanding of the actions necessary.

Once the Authority understands the “how to” they then need the cognizance to take those actions and the energy to accomplish their goals. We sometimes refer to their personality as the "drill sergeant" pattern because they're relatively non confrontational as long as others are doing things right but can become confrontational when others fail to follow the rules.

## Collaborators



**Key to Behavioral Scales**

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### Collaborators - Specialist personality type

Collaborators have a specialist or expert personality, and the primary difference between them and Authorities is that Collaborators have a personality gift called sociability. It's this characteristic that allows specialists to use their influence to get what they want. They're good at working in customer-service roles, retail sales or any environment where being convincing is an important aspect of getting the job

done and done right. There is a difference between selling cold and having a warm market. Generalist personalities are typically better selling in a cold market whereas Collaborators can be great sales people because they use their sociability to sell their expertise.

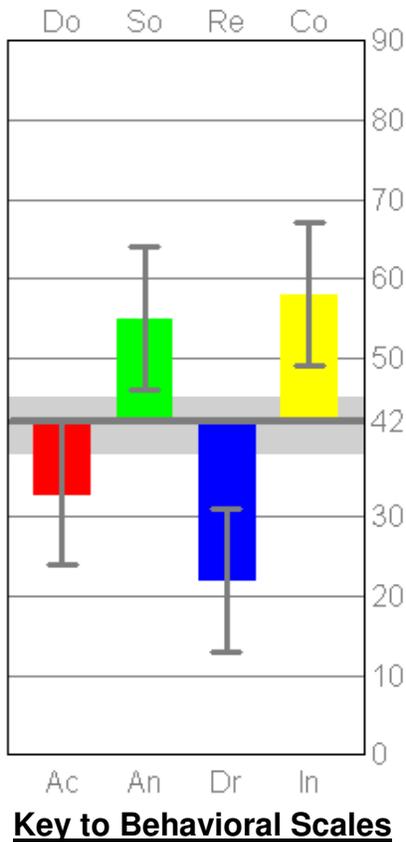
Typically thoughtful, considerate and easy going, Collaborators work well within a society of rules, policies and procedures. Great as a part of a team, they're sociable and outgoing, understand people and like being helpful. Conscientious and cooperative, Collaborators follow company rules and directions well. Having a higher-than-average level of patience, they like to think things through before responding, especially to new situations or when faced with new information. They're good at handling details and will produce high-quality work.

From an entrepreneurial perspective, the Collaborator will do well within structured environments where a people element is part of the success. He's good at delegating authority as long as he can hire people who will be loyal to him and follow the rules.

Collaborators aren't necessarily confrontational or even overly strong-willed (independent) and usually won't want responsibility for supervising others or making difficult decisions outside their areas of specialization. If they find

themselves in that situation, however, they can still get the job done because of their high level of compliance. They can be rather forceful as long as they know what they're talking about. Take them to areas outside their expertise and they'll want to *become* experts in those areas before they're comfortable with those decisions. More comfortable working with people than with systems, they run the risk of wanting to be liked at the expense of getting results. Provided that they're supported in the organization by a "hit man" -- someone to do their bidding and hold others accountable -- they can reach their entrepreneurial desires.

## Diplomats



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### Diplomats - Specialist personality type

Diplomats are restless and driving people who enjoy working with a certain degree of pressure. They get things done quickly and work well with deadlines. They find that artificial deadlines can serve them well. They're adjustable to change and deal well with new situations. They have a high sense of urgency and like variety, and because of their compliance and their need to do things right, they work at their full

capacity. They multi-task and keep a variety of jobs going at once. Active and energetic, they vigorously attack the parts of their jobs that they enjoy.

Diplomats are conscientious, sincere and serious when it comes to their jobs. Good planners who like to prepare for contingencies, they follow directions carefully and are thorough with details. They are good team members and can also lead in certain situations. They have a need to become true authorities within their area of expertise. They can experience difficulty in delegating details, but do a great job when they can do the work themselves.

The Diplomat is sociable and outgoing and genuinely likes people and enjoys working with and through others. Empathetic and possessing a chameleon-like quality, he's excellent in most customer-service environments. He's able to see others' points of view and allows them to speak their minds. In general, he gets along well with others. He's also optimistic and tends to see the positive side of things.

As leaders, Diplomats are naturals at working with teams and building consensus in dealings with others. A careful approach to decision-making is their natural style. They avoid taking needless risks, and use their natural consensus capability as the lynch pin of their decision making. They will almost always examine all available options before moving forward.