

Manager's report for:

Jane Sample

Report compiled: **May 22 2017**

Gender: **Female**

Role:

Company: **ABC**

Introduction

META – Measure of Entrepreneurial Tendencies and Abilities

Meta was developed to assess respondents' entrepreneurial potential. This report provides feedback on four core dimensions of entrepreneurship, namely:



Creativity

The ability to generate innovative business ideas



Opportunism

The tendency to spot new business opportunities



Vision

the ability to be strategic and see the bigger picture



Proactivity

the energy and willingness to get stuff done straight away

Scoring

Your score on each dimension is graphically depicted and normed in relation to a unique archive containing data for thousands of representative adults from diverse countries and races. This database includes robust performance criteria for hundreds of jobs and a wide range of industries (comprising both intrapreneurs and entrepreneurs).

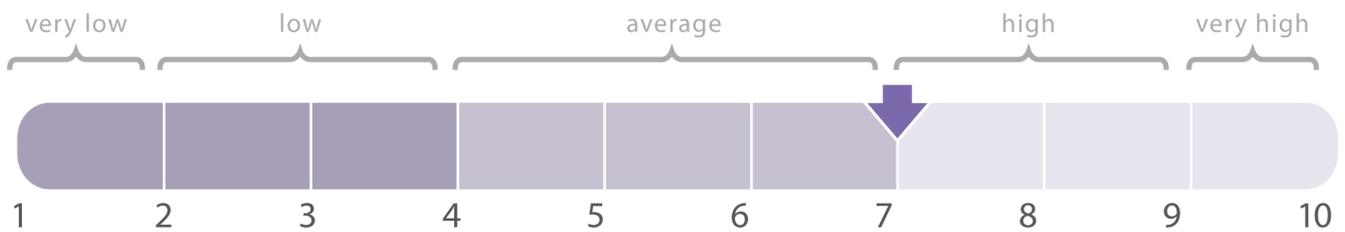
The report also provides a total score, which reflects the respondent's overall entrepreneurial potential. The higher the score is, the more willing and able the respondent will be to pursue successful entrepreneurial activities.

How to use this report

For each dimension of the respondent's entrepreneurial profile, the report includes a summary of their main strengths and weaknesses. The feedback provided should be a useful tool to improve your insight into their entrepreneurial potential. It will tell you how their profile may relate to different work-related activities, and what their potential for business innovation is. Because different occupations require a different personal skill-set, the report can also be used to inform decisions about staffing and talent management, notably personnel selection, career change, and development.

Total META score

The respondent's total Meta score - which reflects their overall entrepreneurial potential – is 7. This score means that **their entrepreneurial potential is high.**



The respondent's overall META score is not the average of the four META facets, although it does take these into account.

The table below shows the respondent's scores for each of these dimensions (on a scale of 1-10) and also provides an indication of their potential in each dimension.

Dimensions	Score	Pecentile	Potential
Creativity	5	Bottom 50%	Average
Opportunism	8	Top 20%	High
Proactivity	7	Top 30%	High
Vision	9	Top 10%	High

The following report provides detailed analysis and interpretation of the respondent's scores in each of the dimensions.

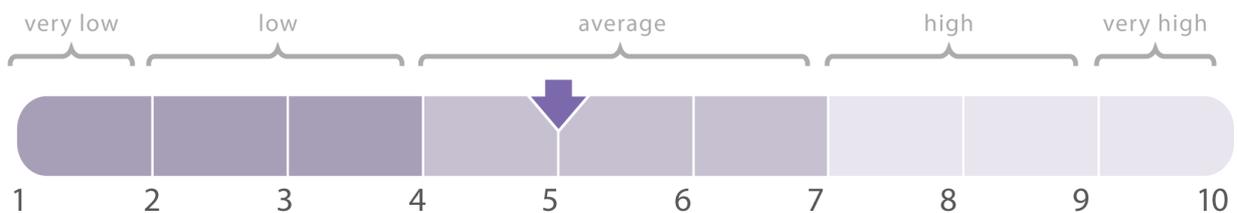
Entrepreneurial Creativity



The ability to generate innovative business ideas (relates to non-conformity, originality and preference for novel experiences)

Creativity is one of the most important ingredients of entrepreneurship. This dimension of META assesses your ability to generate innovative business ideas and is related to non-conformity, originality and a preference for novel experiences.

The respondent's score on this dimension is 5 This score means that they are in the bottom 50% of scores and that **their potential in this dimension is average**



Potential Pros and Cons of average entrepreneurial creativity scores...

People with average entrepreneurial creativity:

Strong points	Soft spots
Can be good judges of others' creative ideas	Are unlikely to come up with the most original ideas themselves
Are sometimes capable of solving problems in original ways	Will tend to revert to accepted ways of solving problems
Are able to adapt to change	Can be unsure of how they will react to new environments
Tend to be good team-players	Struggle to find the balance between workplace over-stimulation and boredom
Can work independently if required	May struggle if left entirely to their own devices

The respondent's score for this dimension of entrepreneurship indicates that they are:

- **Capable of recognising when creative ideas are useful.** They are able to become enthused by other people's projects and offer critical feedback. As such, they are well equipped to mediate between highly creative and relatively uncreative colleagues.
- **Happy to stick to routine and follow instructions.** However, they may be prepared to speak up if they have particularly strong feelings about the way something should be done.
- Generally easier to manage than high scorers. They tend to be **good team-players**, even in teams that include highly creative people.

However, the respondent is also:

- A convergent thinker. **The majority of their ideas are likely to be quite conventional** - although they may occasionally come up with a genuinely innovative idea.
- Unlikely to have a pronounced appetite for creative problem solving. Generally, they **prefer to use known methods to solve business problems**. Although they are capable of finding new solutions to problems, they will prefer to adopt a more obvious solution.
- Prone to **struggle to find a balance between boredom and over-stimulation** so may switch on and off.
- **Can be overly cautious in the face of change.**

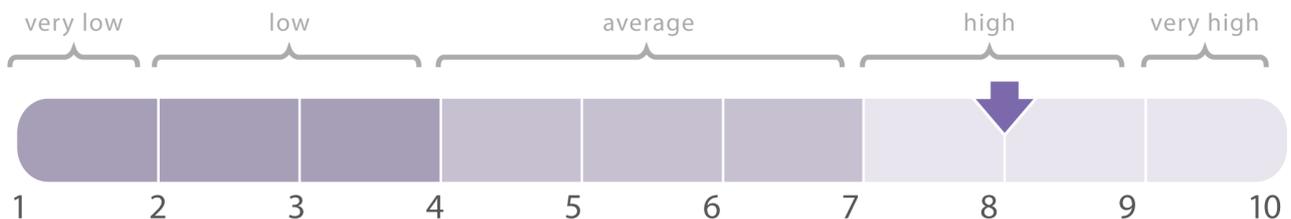
Entrepreneurial Opportunism



The tendency to spot new business opportunities (relates to being alert informed, and detecting future trends)

Opportunism is essential to entrepreneurship because it increases the likelihood of spotting profitable business openings. Indeed, an opportunistic mindset is a key element of the personality of successful entrepreneurs (Byrne, 2011). Entrepreneurial people see things most people don't. They are always alert for new openings and have a gut feeling about new business ventures.

The respondent's score on this dimension is 8 This score means that they are in the top 20% of scores and that **their potential in this dimension is high**



Potential Pros and Cons of high entrepreneurial opportunism scores...

People with high entrepreneurial opportunism:

Strong points	Soft spots
Are highly alert to new trends	May be distracted by new projects
Take a panoptic view of the world	Can find it hard to focus on a single idea
Are energized by new opportunities and projects	May over-estimate the value of new opportunities; can be too excited by novelty
Are able to connect seemingly unrelated events	Often assume things are simpler than they really are
Are good at multi-tasking	Can find it hard to focus on a single task

The respondent's score for this dimension of entrepreneurship indicates that they are:

- **Likely to spot opportunities that most people don't** and will rarely miss business opportunities when they present themselves.
- **Constantly scanning the environment for potential ventures** and new business, and dislike missing out on things.
- **Likely to have a strong appetite for exploring new business opportunities.**
- **Capable of seeing potential in a crisis** and opportunities where others see only problems.
- **Adaptable and comfortable with change.**

However, they are also:

- **Sometimes naively enthusiastic** and this naive enthusiasm may make them overestimate the potential of some projects.
- Have **a tendency to become distracted by the 'next new thing'**.
- **More reward-sensitive than threat-sensitive**, and so will tend to overlook the potential shortcomings of business ideas (an optimistic cognitive style, typical of risk-takers).
- **May find it hard to stay focused on the task at hand** (and so may sometimes be seen as unreliable).

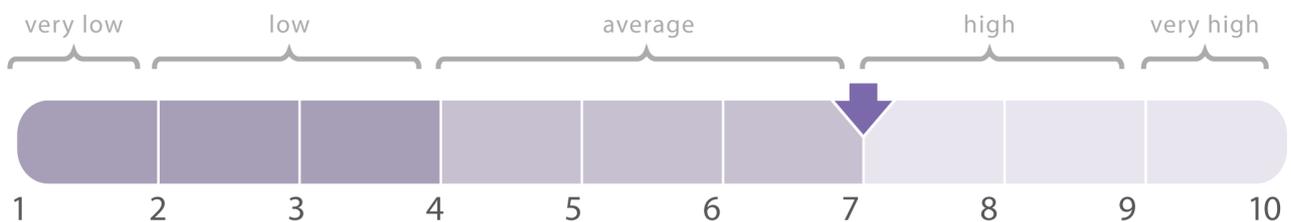
Entrepreneurial Proactivity



The tendency to be proactive about projects and get stuff done (relates to energy, confidence and self-determination)

Proactivity is essential to entrepreneurship because it transforms innovative ideas and potential opportunities into concrete products and services. Indeed, proactivity is the energising human force that makes things happen, and most experts agree that one of the few essential characteristics of entrepreneurial people is that they get a lot of things done. This proactive element of entrepreneurship is also evidenced in the etymology of the term, *entreprendre*, which means “to undertake” and, despite what George W. Bush said, the French do have a word for it, too: *entreprendre*).

The respondent's score on this dimension is 7 This score means that they are in the top 30% of scores and that **their potential in this dimension is high**



Potential Pros and Cons of high entrepreneurial proactivity scores...

People with high entrepreneurial proactivity:

Strong points	Soft spots
Get a lot of stuff done	Are impatient when things cannot be done as quickly as they would like
Are good at leading from the front	Can come across as pushy or too bold
Are energetic, enthusiastic, and confident	Can be over-confident and impulsive
Persist even in the face of adversity	Can find it hard to give up, even when they should
Have a competitive spirit and enjoy hard challenges	May be too focused on the task to get along with others

The respondent's score for this dimension of entrepreneurship indicates that they are:

- **Highly energetic**, adopting a hands-on approach, and will be reluctant to leave projects unfinished.
- **Extremely goal-oriented** and will strive to be the best at everything they do.
- **Persistent in the face of adversity**, are not afraid of failure or the unfamiliar and are willing to take risks.
- Able to take abstract ideas and unrealised opportunities and 'make them happen'. They have **the capacity to lead others in achieving goals**.
- **Likely to thrive in settings and roles where 'getting stuff done' is important and valued.**
- **Bold when having to make difficult decisions** where others may hesitate.
- **Resilient, engaged and naturally self-motivated**, and have a positive outlook on things.

However, they are also:

- **Likely to be impatient** and may become frustrated where the desire to get things done is impeded by bureaucracy, lack of support or sluggishness.
- **Likely to seek dominant positions** and will find it hard not to take the lead.
- **Prone to injecting an unrealistic or unnecessary sense of urgency into projects** which others may find oppressive.
- **Unlikely to make a U-turn once they have started a project**, even when they probably should.
- **So confident in their own ability that they are unwilling to delegate.**

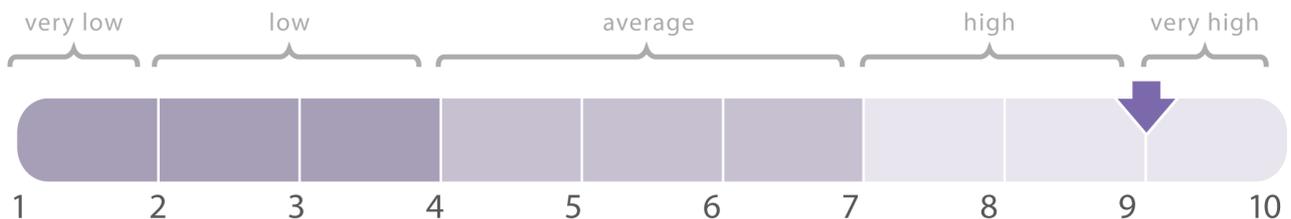
Entrepreneurial Vision



The ability to see the bigger picture, the motivation to bring change and create progress (relates to values and having a higher sense of purpose)

Vision is an essential ingredient of entrepreneurship because it is the driving engine behind many of the great undertakings the world has witnessed. Imagine a world without Google, Wikipedia, or Skype. Unless you are technophobic, you will appreciate the improvements these businesses have brought to our world. And yet these businesses did not exist 15 years ago, except in the minds of their creators. Successful entrepreneurs have always been inspired by a world-changing vision and such visions shape the way we live and drive economic and social progress.

The respondent's score on this dimension is 9. This score means that they are in the top 10% of scores and that **their potential in this dimension is high.**



Potential Pros and Cons of high entrepreneurial vision scores...

People with high entrepreneurial vision:

Strong points	Soft spots
Are strongly motivated to improve things	Can have views that are utopian and unrealistic
Enjoy thinking big	Can get carried away with over-ambitious projects
Are highly positive about their own plans	Are disappointed if others don't share their vision
Are easily self-motivated and tend to enjoy work	Do not respond much to external rewards or threats
Are able to sacrifice small short-term incentives for bigger long-term benefits	May find it difficult to follow orders unless they align with their own vision

The respondent's score for this dimension of entrepreneurship indicates that they are:

- **Engaged and energized by bold plans and big ideas.** They believe in the efficacy of change and they think they can be an agent of that change.
- **Enjoy thinking big and never doubt the goals they have can be realized.**
- Think long-term and are **prepared to sacrifice short-term gains to realize their long-term plans.**
- Are hopeful and optimistic and tend not to be blown off course by criticism or setbacks. **They are capable of maintaining a positive outlook on life and work,** even when things are not going to plan.
- **Have a stronger sense of purpose than others** and experience prolonged states of "flow" when they are working on an exciting project.

However, they are also:

- Reluctant to follow instructions from people they don't rate. **They may struggle with managers who they see as purely transactional and are much more likely to respond to charismatic leaders.**
- **Likely to struggle with managers and leaders who do not share their vision.** They may leave an organisation if it does not share their values – which may have an impact on colleagues who stay.
- **May be perceived by colleagues as a 'day dreamer'**, especially if their 'vision' is not allied with high levels of proactivity.