

# Strong and MBTI®

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## ENTREPRENEUR REPORT

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prepared for

**HENRY SAMPLE**

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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 ENTJ.

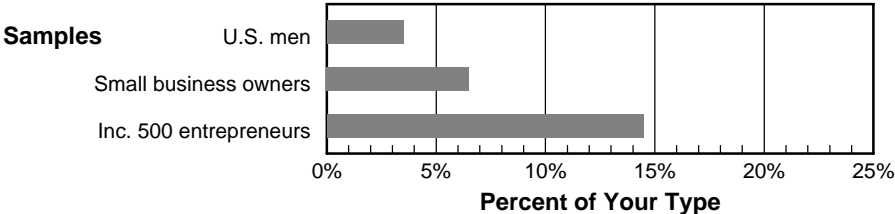
Focus of Energy	Mode of Perception	Mode of Judgment	Attitude Toward the Outer World
<p><b>E</b> <b>EXTRAVERSION</b></p> <p>Focus on the outer world of people, things, or events</p>	<p><b>N</b> <b>INTUITION</b></p> <p>See possibilities and the big picture</p>	<p><b>T</b> <b>THINKING</b></p> <p>Use logic and analysis to make decisions</p>	<p><b>J</b> <b>JUDGING</b></p> <p>Be decisive and organized; make plans</p>

ENTJs like to take charge and make things happen. Viewing the possibilities, they can establish a clear vision of the future and then mobilize people and organize systems to accomplish that vision. They usually set challenging goals for themselves and for others. ENTJs are often found in management or leadership positions in business or in occupations in which tough-minded analysis and talent for organization are required. Highly achievement oriented, ENTJs sometimes neglect to take into account other people’s concerns or feelings in their drive to accomplish their vision.

### Your Type and Entrepreneurship

The graph below illustrates how frequently men who share your MBTI personality type go into business for themselves. It is based on the MBTI results of various samples of male small business owners and a sample of male entrepreneurs whose businesses made the Inc. 500 list of the fastest growing small companies.

As you can see, ENTJ men become small business owners more often than would be expected given the percentage of ENTJs among U.S. men. In addition, they are about three times more likely than would be expected to found one of the fastest growing small companies.



Owning a small business may be a good fit with your preferences to be in charge, take on challenging goals, organize, and implement your vision. Your active and outgoing nature will be useful in networking and contacting potential customers. If your firm grows slowly, however, you may not have the leadership opportunities you want. In that case, you may want to consider whether a larger organization, with more resources to command, would be more satisfying.

## 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 398 men who own and run small businesses responded to the items on the *Strong*. Throughout this report, you are being compared with these men—small business owners of the same gender as yourself—because research has shown that men’s and women’s interests differ, even within the same occupation. Research has also suggested that male and female 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"> <li>• 48-year-olds, on average</li> <li>• men with 23 years of experience owning a business</li> <li>• owners of diverse businesses, including professional services, consulting, retail sales, real estate and insurance, and skilled trades</li> </ul>	<ul style="list-style-type: none"> <li>• 94% are satisfied with their responsibilities</li> <li>• 90% like the opportunities to use their skills and abilities</li> <li>• 71% like their working hours (90% work more than 40 hours per week)</li> </ul>	<ul style="list-style-type: none"> <li>• 67% wanted to earn a good income (note that 67% are satisfied with current salary)</li> <li>• 66% liked the specific activities of running a business</li> <li>• 59% wanted to use their best talents</li> <li>• 25% entered because of some chance event</li> </ul>

### Your Results on the Small Business Owner Occupational Scale

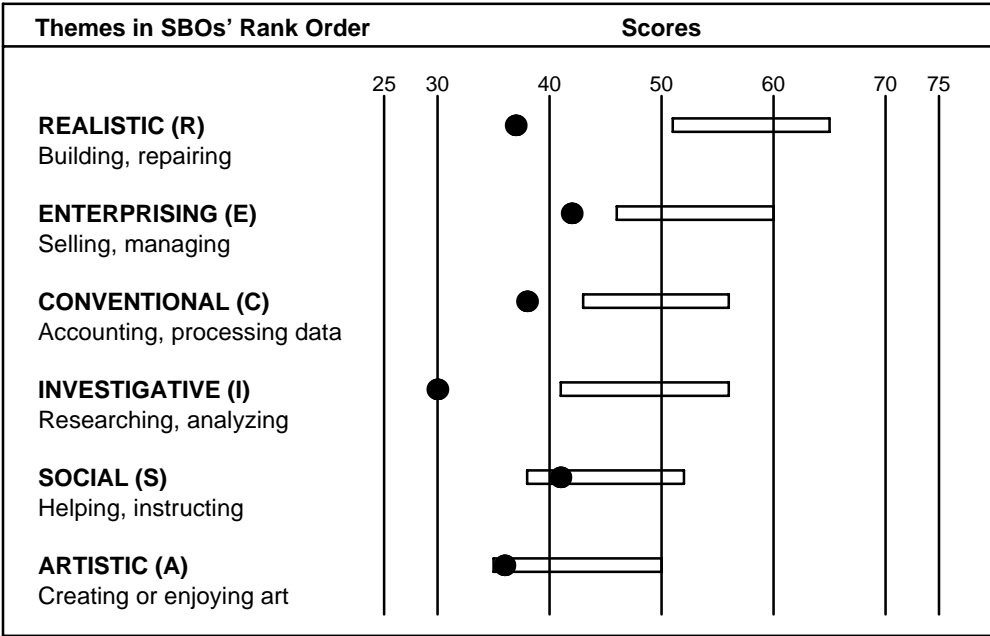
The *Strong’s* Occupational Scales show how similar your interests are to the interests of people working in over 100 specific occupations. Your score on the male Small Business Owner scale is shown below. The text to the right of your score explains whether you share the likes *and* dislikes of the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

Your score	40	Your interests are similar to those of small business owners; you share both their likes <i>and</i> dislikes. You will probably enjoy the day-to-day work of running a business.
Male SBOs’ score	50	

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



**Male SBOs' top two Themes: RE**

Men who own small businesses show more interest in the Realistic and Enterprising Themes than do men in the general population. People with Realistic and Enterprising interests prefer action-oriented environments in which they can work directly to produce tangible products or services. They prefer to work alone rather than supervise others, although they will take charge if necessary. They are willing to work long hours to succeed.

**Your top Theme: E**

Your primary interest is in the Enterprising Theme. Small business owners also show an interest in this Theme. Enterprising people can be assertive and persuasive and often like challenge and risk. They enjoy fast-paced, competitive business environments in which upward mobility is possible, and they find satisfaction in the power and status that go with success. They prefer working with others who are as energetic and goal oriented as they are. But they may lose interest in the more detailed day-to-day operations involved in running a small business.

## 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 male small business owners and with the scores of men 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 male 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.

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### STRONG BASIC INTEREST SCALES

<b>Sales</b>		Unlike small business owners, you have little interest in sales. You may not enjoy identifying and contacting potential customers. You may believe that if your product or idea is a good one, people will find you to buy it. Will the success of your business depend on having an active sales effort?
<i>Your score</i>	40	
<i>Male SBOs' score</i>	49–67	
<b>Merchandising</b>		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>	47	
<i>Male SBOs' score</i>	45–60	

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### STRONG OCCUPATIONAL SCALES

<b>Life Insurance Agent</b>		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>	27	
<i>Male SBOs' score</i>	25–43	
<b>Advertising Executive</b>		You are somewhat more similar to advertising executives than small business owners are. You may have some interest in conceptualizing and supervising ad campaigns. But would you enjoy actually preparing the promotional material yourself, contacting potential advertisers, and then handling their accounts?
<i>Your score</i>	37	
<i>Male SBOs' score</i>	17–33	
<b>Marketing Executive</b>		Small business owners generally show little similarity to men in this profession. You also have little in common with marketing executives, who initiate market research and develop marketing plans. How will you handle marketing in your business?
<i>Your score</i>	25	
<i>Male SBOs' score</i>	19–38	

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### MBTI PREFERENCES

<b>Extraversion–Introversion</b>		The percentage of male small business owners is about evenly split between preferences for Extraversion and Introversion. The percentage of salespeople with a preference for Extraversion ranges from 60 to 70%, however. Your preference for Extraversion will help you make contacts that can lead to new sales. But you may have to be careful to give introverted customers time to think before you attempt to close the deal.
<i>Your score</i>	E	
<i>Male 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.

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**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?  
*Your score* 37  
*Male SBOs' score* 46–59

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**STRONG OCCUPATIONAL SCALES**

**Accountant** You have less in common with accountants than do small business owners. Accounting will be needed to analyze how your business is doing, seek sources of funding, and comply with tax codes. Given your lack of interest, how will you handle accounting in your business?  
*Your score* 23  
*Male SBOs' score* 28–45

**Investments Manager** You have less in common with investments managers than do small business owners. These investments managers, who work primarily in large firms, analyze financial data and manage and invest money. Your score suggests that you have little interest in these tasks. Will you need to perform such tasks for your business to succeed?  
*Your score* 25  
*Male SBOs' score* 29–42

**Banker** In general, the interests of small business owners are similar to those of bankers. You have less in common with bankers than small business owners have. Will you feel comfortable talking to bankers about financing your business? Will you take the time to learn how to write a business plan that convinces bankers?  
*Your score* 32  
*Male SBOs' score* 34–49

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**MBTI PREFERENCES**

**Sensing–Intuition** About 77% of small business owners prefer Sensing, and 62% of founders of the fastest growing businesses prefer Intuition. Your preference for Intuition may help you see the larger financial picture and anticipate financial trends that may affect your business. However, you may not be interested in the critical tasks of managing daily cash flow and financial details that can keep your business viable.  
*Your score* N  
*Male SBOs' score* S or N

**Thinking–Feeling** About 82% 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.  
*Your score* T  
*Male SBOs' score* 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.

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### STRONG BASIC INTEREST SCALES

<b>Office Services</b>		You have less interest in tasks associated with office services than small business owners have. Will you tend to neglect such necessary activities as daily clerical tasks and maintaining your office machines? Can you afford to hire an office manager so your office runs smoothly and efficiently?
<i>Your score</i>	38	
<i>Male SBOs' score</i>	41–53	
<b>Computer Activities</b>		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>Male SBOs' score</i>	41–56	

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### STRONG OCCUPATIONAL SCALES

<b>Bookkeeper</b>		Like small business owners, you share some of bookkeepers' interests. This interest can serve you well in keeping accurate records and in completing necessary paperwork, although you probably won't be interested in doing too much bookkeeping.
<i>Your score</i>	40	
<i>Male SBOs' score</i>	30–44	
<b>Purchasing Agent</b>		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>	21	
<i>Male SBOs' score</i>	27–44	

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### MBTI PREFERENCES

<b>Sensing–Intuition</b>		About 77% of male small business owners prefer Sensing. Your preference for Intuition is shared by 62% of the leaders of fast-growing small companies. You probably like to focus on possibilities and the big picture. You may not be interested in the necessary details involved in the operations of your business.
<i>Your score</i>	N	
<i>Male SBOs' score</i>	S or N	
<b>Judging–Perceiving</b>		About 72% of small business owners and 55% of founders of fast-growing small firms share your preference for Judging. You may be comfortable with schedules and systems and will enjoy planning and organizing necessary operational tasks. But you may resist changing your routines, even if it becomes clear a new approach is needed.
<i>Your score</i>	J	
<i>Male 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.

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### STRONG BASIC INTEREST SCALES

<b>Social Service</b>		Small business owners have some interest in helping and working
<i>Your score</i>	39	with others, either directly through their business or through volunteer
<i>Male SBOs' score</i>	38–51	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.

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### STRONG OCCUPATIONAL SCALES

<b>Human Resources Director</b>		You have less in common with HR directors than small business
<i>Your score</i>	28	owners have. You may not enjoy tasks related to recruitment,
<i>Male SBOs' score</i>	29–44	selection, and training of employees and may be uninterested in
		setting up and implementing compensation and benefits policies. If
		your company grows and you need to hire employees, how will you
		handle these tasks?
<b>Corporate Trainer</b>		Like some small business owners, your interests are slightly similar to
<i>Your score</i>	29	the interests of corporate trainers. You may enjoy a few of the tasks
<i>Male SBOs' score</i>	27–44	involved with training employees and informing or educating
		customers about some topic, product, or service. But your motivation
		to do these tasks will probably not be high. Will your business require
		you to be highly involved in educating employees or customers?

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### MBTI PREFERENCES

<b>Thinking–Feeling</b>		About 82% of male small business owners have a preference for
<i>Your score</i>	T	Thinking. Among HR professionals, the percentage of Feeling types
<i>Male SBOs' score</i>	T	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.

## ■ 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.

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### STRONG BASIC INTEREST SCALES

<b>Organizational Management</b>		You have less interest in managing and supervising others than small business owners have. You may be interested in keeping your business small so that you do not have to spend time managing. Who will provide supervision if your firm grows and you must manage employees or contract workers?
<i>Your score</i>	32	
<i>Male SBOs' score</i>	48–59	
<b>Military Activities</b>		This scale measures an interest in working in a structured environment with a clearly defined hierarchy. You show about the same interest in this area as small business owners show. This interest may motivate you to set up the structures or processes required to run your business efficiently.
<i>Your score</i>	45	
<i>Male SBOs' score</i>	45–63	

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### STRONG OCCUPATIONAL SCALES

<b>Store Manager</b>		You have less in common with men who manage small- to medium-sized retail businesses than do small business owners. You will probably find other kinds of business activities that do not require day-to-day management and sales more to your liking.
<i>Your score</i>	22	
<i>Male SBOs' score</i>	26–42	
<b>Optician</b>		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>	18	
<i>Male SBOs' score</i>	32–46	

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### MBTI PREFERENCES

<b>Thinking–Feeling</b>		About 82% of male small business owners have a preference for Thinking, which is also your preference. This preference 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>Male SBOs' score</i>	T	
<b>Judging–Perceiving</b>		About 72% of male small business owners and 55% of founders of fast-growing small companies prefer Judging. Your preference for Judging may help you make final decisions in a timely manner, provide structure, and follow through on tasks. You may, however, have a more difficult time dealing with the ambiguities involved in starting a new business, adapting to changes in the market, and quickly taking advantage of new opportunities.
<i>Your score</i>	J	
<i>Male SBOs' score</i>	J	



### 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

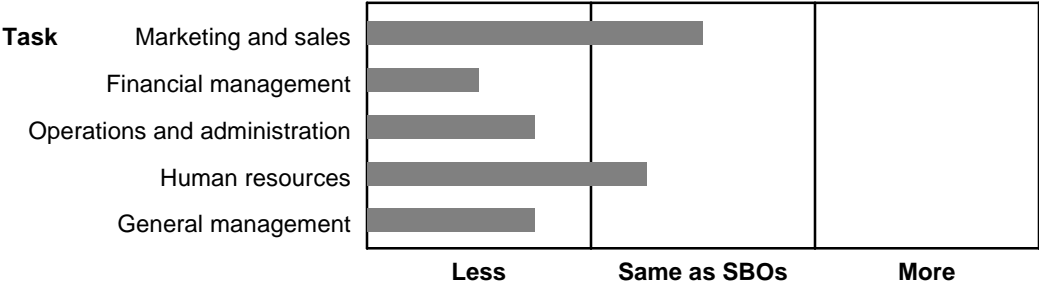
Small business ownership appeals to ENTJ men. Several founders of fast-growing small firms share this personality type.

#### Interest Profile Summary

Your primary general interest is in the Enterprising Theme, which is also a primary interest of small business owners. You also share the specific likes and dislikes of these men. You may enjoy talking with others about your business or about business topics in general. You will probably also enjoy performing at least some daily business tasks. This career option might be a good fit for you.

#### 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 men 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.