



1 Introduction

Please read the introduction carefully as it will help you get the best out of the many options presented in the test report. The following sections are aimed at giving you insight into several interrelated topics such as entrepreneurship, entrepreneurial activities, entrepreneurship vs. "intrapreneurship" (see below), and entrepreneurial competencies. In addition, the introduction defines the standards for success and explains the presentation of the test results.

1.1 Personal entrepreneurship and successful entrepreneurial competencies

Personal entrepreneurship is achieved when you have mastered all the competencies of a successful entrepreneur. Personal entrepreneurship is defined as follows: "A successful, enterprising employee (a.k.a. "intrapreneur") or (start-up) entrepreneur has mastered a specific set of entrepreneurial competencies which enable him or her to coordinate personal goals with organizational goals. He or she is continuously searching for and responding to changes in the internal and external environment and keeps on developing the organization through innovation and growth." (transl. from Droste, H. & Harlaar, M., 2006. *Businessplanning*. Groningen: Wolters-Noordhoff)

Table 1 - Behavioral competencies

	Start-up	Growth	Maturity
Creativity	●		
Empathy	●		
Critical thinking			
Alertness			
Courage	●	●	●
Power of persuasion			
Carefulness			
Reliability		●	●
Efficiency		●	
Decisiveness			
Ability to prioritize			
Perserverance	●		●
Application			
Self-confidence			
Determination			●
Resoluteness		●	●
Emotional stability			
Flexibility			
Locus of control			

● = focus competency

Successful entrepreneurial competencies include knowledge, insight and skills, as well as attitudes and behaviors. Competencies are divided into behavioral competencies and task competencies. In addition, we also draw distinctions between core competencies, focus competencies and profile competencies.

Behavioral competencies

Behavioral competencies concern mainly such personality traits as your behavior, attitude, motives, norms and values. Behavioral competencies are relatively stable and largely determine if and how you use your knowledge and skills. The main question here is whether you would be justified in investing in yourself, considering the make-up of your behavioral structure and the light it shines on your potential for successful entrepreneurship. Table 1 shows an overview of all the successful behavioral competencies categorized by organizational phase (start-up, growth, maturity).



Task competencies

Task competencies indicate what a successful entrepreneur must be familiar with and be able to do, in other words: knowledge, skills and insights. Task competencies are relatively easy to develop. However, they become evident only when you have sufficient levels of behavioral competencies. If this is not the case, investing in your development will probably be a waste of time. After all, attitude and behavior determine how you work. If your attitude or behavior is lacking, you won't be in optimal shape to complete your tasks. Table 2 shows an overview of all the task competencies categorized according to organizational phase.

Table 2 - Task competencies

	Start-up	Growth	Maturity
Negotiating skills			
Communication skills	●		●
Leadership	●	●	●
Insight into the external environment		●	
Marketing insight			
Financial insight			
Strategic attitude	●	●	

● = focus competency

Focus competencies

Focus competencies are most important as they have the biggest impact on personal entrepreneurship and success. They indicate what you should primarily be concentrating on. Focus competencies weigh very heavily in the test results. Tables 1 and 2 depict the focus competencies as red dots.

Core competencies

The interrelations between various behavioral competencies are defined in core competencies (see Table 3). For example, the core competency "ambition" consists of the behavioral competencies "perseverance", "application" and "self-confidence." These three traits thus provide insight into the level of your ambition.

Table 3 - Core competencies

Integrity	Carefulness	Reliability	
Vulnerability	Determination	Resoluteness	Emotional stability
Ambition	Perseverance	Application	Self-confidence
Intuitive/creative thinking	Creativity	Empathy	
Ability to spot opportunities	Critical thinking	Alertness	Flexibility
Goal orientation	Efficiency	Decisiveness	Ability to prioritize
Organizing skills	Ability to prioritize	Efficiency	Locus of control
Self-discipline	Locus of control	Perserverance	Determination
Dominance	Courage	Power of persuasion	

Profile competencies

Profile competencies are a combination of core and task competencies. Your profile competencies determine your entrepreneurial profile (see the next chapter). Table 4 shows us that the profile competencies are BEING, KNOWING, CHANGING and DOING.

Table 4 - Profile competencies

BEING	Integrity	Vulnerability	Ambition
KNOWING	Task competencies		
CHANGING	Intuitive/creative thinking	Ability to spot opportunities	Goal orientation
DOING	Organizing skills	Self-discipline	Dominance



1.2 Entrepreneurial activities

You often find managers in big organizations profiling themselves as entrepreneurs. DeOndernemerstest calls these in-house entrepreneurs "intrapreneurs." In both profit and non-profit sectors, management is tending to shift increasingly towards entrepreneurship, with the intrapreneur bearing full responsibility for the implementation of organizational policy within his or her company division, department, unit or project. The intrapreneur behaves like an entrepreneur and has mastered all the aspects of successful entrepreneurship. In other words, intrapreneurs are managers who have developed entrepreneurial skills.

The introduction of entrepreneurship into organizational practice is currently receiving lots of attention. This is not hard to explain: intrapreneurs show initiative and are not scared of taking risks. They increase the decisiveness of their organization and enable innovation and growth.

We distinguish ten entrepreneurial activities (see Table 5). The first five are grouped under "entrepreneurship" and the remaining five under "intrapreneurship." (transl. from Droste, H. & Harlaar, M., 2006. *Businessplanning*. Groningen: Wolters-Noordhoff)

Table 5 - Entrepreneurial activities

1	Hobby/lifestyle new venturing. Sometimes a hobby or pastime gets out of hand and becomes so expensive that you must find a way to cover the extra expense (for example, selling an old toy train set to fund buying a new one).
2	Income supplementing (part time) new venturing. Intended to augment your gross income, this is entrepreneurship as a sideline.
3	Income substitution new venturing. This involves starting up a company, often with little growth potential, with the sole intention of becoming 'one's own boss' and being 'independent'. The chances of substantial growth are limited and the risk of failure is high.
4	Technology-driven independent new venturing. Rather than focusing on existing demands in the market, this type of activity aims to find ways of using a certain technology and manipulating the market in order to create a demand for the product.
5	Need-driven independent new venturing. This entrepreneurial activity involves setting up a new organization with high growth potential because it addresses a concrete market demand. It is a form of innovation which questions existing market rules and finds new ways of getting things done.
6	Product/process development. This is where entrepreneurial activities are developed on a functional level. New product development or new processes 'either internal or external' and new technologies are linked to new strategies.
7	Business turnaround. This is changing the strategy of a business unit as a result of internal and external changes, to respond to better to customers' needs.
8	Corporate venturing. This is marketing a successful existing product or service under the umbrella of a new organization.
9	Corporate turnaround. This involves restructuring an organization by examining its main principles (mission and strategy).
10	Enterprise turnaround. When an organization no longer manages to achieve its aims or is finding it hard to keep on going the way it is, it can do a complete turnabout by changing course and searching for a new identity.

There is no strict dividing line between entrepreneurship and intrapreneurship. Entrepreneurial activities take various shapes and forms at various levels of intensity during your working life or during different phases of the organization. Distinguishing the different entrepreneurial activities enables you to focus on the entrepreneurial competencies that are effective for the specific activity or task you are performing. Currently we have no reason to assume that successful intrapreneurs have different competencies than successful entrepreneurs. The differences between them are due to the context of entrepreneurship (whether or not you own the company) and associated financial or other risks.



1.3 The standard for success

What is the standard for success? What you as an entrepreneur or intrapreneur regard as success is not necessarily a success in objective terms. After all, subjective success rests on your personal aims and those of your organization. Growth "in terms of turnover and personnel" is decisive in determining an objective standard. Success means a yearly increase in turnover of 60% at least and an annual increase in personnel of 2.2% at least.

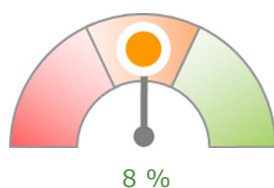
Research shows that a high education level and years of entrepreneurial experience don't necessarily contribute to success. Successful behavioral competencies increase the chance for growth. However, behavioral competencies are not easy to influence, unlike task competencies. The research also shows that there is no connection between intention and the achievement of success. In other words, simply deciding that you want your company to grow will not automatically make that happen.

Your entrepreneurial competencies have been rated in comparison with the successful entrepreneurial competencies required in your organizational phase. In other phases, other competencies become important factors for successful entrepreneurship. This is why the test results have to take your organizational phase into account:

Start-up

1.4 The competency-meter

The competency-meter gives a clear overview of the test results. Here is an example:



- strongly present
- insufficiently present
- barely or not at all present

Much as the color-coded dial of a speedometer shows how fast you are driving, we use the color-coded dial of our competency-meter to show your level at a particular competency. If your score is "insufficiently present," it means that you don't have a high enough level of this competency for it to contribute to your success. You will have to work on improving your level. If the competency-meter shows red, it means that you have little or none of the relevant competency. A good test result will include scores in the green zone.

1.5 The reference group

The number under the competency-meter shows how far your score deviates from the average score of the reference group. Don't forget, your results are rated against those of other people with the same background and in the same organizational phase as you are. The reference group is based on your current profession, education level, age, and organizational phase. The above example shows an insufficient level which, however, is still 8% better than the average reference group level.

A positive deviation from the reference group (percent in green) means that you scored higher than the people in your reference group, while a negative deviation (percent in red) means that you scored lower than the reference group.

The average scores of the reference group are visualized as a blue field in the profile:

- reference group