

# Strong and MBTI®

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## 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. Your results indicate that your type is ESTJ.

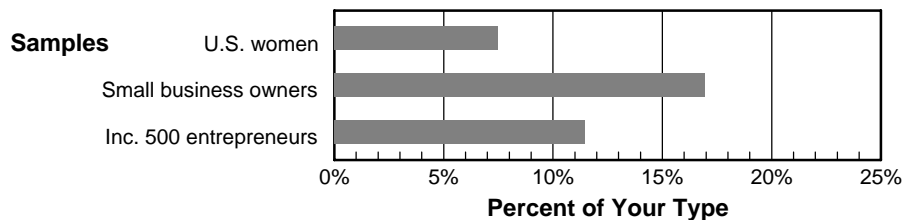
Focus of Energy	Mode of Perception	Mode of Judgment	Attitude Toward the Outer World
<b>E</b> <b>EXTRAVERSION</b> Focus on the outer world of people, things, or events	<b>S</b> <b>SENSING</b> Become aware of relevant facts	<b>T</b> <b>THINKING</b> Use logic and analysis to make decisions	<b>J</b> <b>JUDGING</b> Be decisive and organized; make plans

ESTJs like to take charge and organize tasks and people to accomplish well-defined, tangible goals. Their firm grasp of the relevant details and facts enables them to proceed methodically, working step by step toward their goal. They tend to rely on experience and common sense and sometimes have little patience for abstractions. Active and outgoing people who enjoy directing and delegating to others, ESTJs are often found in management and administrative positions. Their drive to complete a job may lead them to sometimes step on others' toes.

### 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, ESTJ women are more than twice as likely as would be expected to become small business owners given the percentage of ESTJs among U.S. women. In addition, ESTJ women are somewhat more likely than would be expected to found one of the fastest growing small companies.



A small business may offer you opportunities that are a good fit with your preferences: to be in charge, manage the many tasks required to run a business, and achieve your goals through action, organization, and hard work. A business based on producing a tangible product or service is likely to be of most interest. You may prefer to stick with what has worked and methodically build your business. As a result, you will probably avoid leaping into possibilities with unknown outcomes.

## 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"> <li>• 46-year-olds, on average</li> <li>• women with 16 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>• 90% are satisfied with their responsibilities</li> <li>• 88% like the opportunities to use their skills and abilities</li> <li>• 73% like their working hours (74% work more than 40 hours per week)</li> </ul>	<ul style="list-style-type: none"> <li>• 75% liked the specific activities of running a business</li> <li>• 67% wanted to use their best talents</li> <li>• 53% wanted to earn a good income (note that 51% are satisfied with current salary)</li> <li>• 35% entered because of some chance event</li> </ul>

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

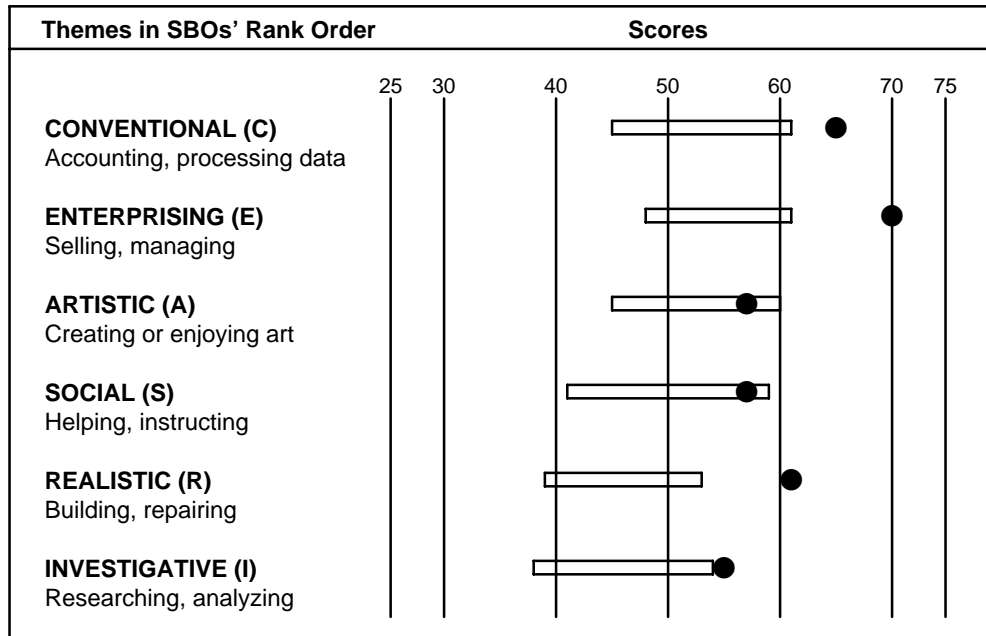
The *Strong’s* Occupational Scales show how similar your interests are to the interests of people working in over 100 specific occupations. Your score on the female Small Business Owner scale is shown below. The text to the right of your score explains whether you share the likes *and* dislikes of the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

Your score	58	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.
Female 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 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: ER*

Your interests are primarily in the Enterprising and Realistic Themes. People with Enterprising and Realistic interests like to be in charge of producing something tangible and practical. They also like to persuade others to buy such products. They prefer work environments in which there is a clear chain of command and in which they can assert their direct, results-oriented management style. A business in manufacturing, construction, or the food industry may be a good fit for you.

## 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.

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### STRONG BASIC INTEREST SCALES

<b>Sales</b>		Your interest in sales is even higher than small business owners'. You may enjoy identifying, approaching, and trying to convince potential customers to buy your product. You may also be willing to take financial risks and have your pay directly tied to your performance. But will you spend so much time on sales that you neglect the infrastructure needed to support your sales activity?
<i>Your score</i>	76	
<i>Female SBOs' score</i>	47–63	
<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>	63	
<i>Female SBOs' score</i>	48–63	

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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>	37	
<i>Female SBOs' score</i>	29–45	
<b>Advertising Executive</b>		Small business owners are not very similar to ad executives, most of whom work in large agencies (only 4% of ad executives are self-employed). You are even less similar. You may be uninterested in planning and preparing promotional materials and handling advertisers' accounts. Will this be a problem for your business?
<i>Your score</i>	19	
<i>Female SBOs' score</i>	25–40	
<b>Marketing Executive</b>		Small business owners generally show little similarity to marketing executives. You have even less in common with these executives, whose jobs involve initiating market research and developing marketing plans. How will you handle marketing in your business?
<i>Your score</i>	20	
<i>Female SBOs' score</i>	23–41	

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### MBTI PREFERENCES

<b>Extraversion–Introversion</b>		The percentage of female 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>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.

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### STRONG BASIC INTEREST SCALES

<b>Data Management</b>		You have more interest in managing data than small business owners have. You may enjoy collecting and processing data, determining their meaning, and making decisions based on what you learn. This interest may motivate you to set up databases or track your business activities. But might your keen interest in data lead you to neglect other aspects of the business?
<i>Your score</i>	60	
<i>Female SBOs' score</i>	45–58	

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### STRONG OCCUPATIONAL SCALES

<b>Accountant</b>		Like small business owners, you have some interests 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.
<i>Your score</i>	36	
<i>Female SBOs' score</i>	26–44	
<b>Investments Manager</b>		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>	29	
<i>Female SBOs' score</i>	19–36	
<b>Banker</b>		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>	45	
<i>Female SBOs' score</i>	34–50	

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### MBTI PREFERENCES

<b>Sensing–Intuition</b>		About 72% of small business owners and 50% of founders of the fastest growing businesses prefer Sensing. Your preference for Sensing may be useful in managing daily cash flow and other financial details that can keep your business viable. But you may find it difficult to see the larger financial picture and anticipate long-term financial trends that may affect your business.
<i>Your score</i>	S	
<i>Female SBOs' score</i>	S	
<b>Thinking–Feeling</b>		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.

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### STRONG BASIC INTEREST SCALES

<b>Office Services</b>			
<i>Your score</i>	67		You show more interest in office tasks than small business owners show. You may enjoy using office machines and performing the daily clerical tasks required to run an office. If your focus is on managing your office, will you neglect such external aspects of your business as contacting customers?
<i>Female SBOs' score</i>	46–65		
<b>Computer Activities</b>			
<i>Your score</i>	56		You have about the same interest in computer activities as do small business owners. You will probably enjoy setting up, using, and maintaining a computer to help you run your business efficiently. How will your business use computers?
<i>Female SBOs' score</i>	45–63		

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### STRONG OCCUPATIONAL SCALES

<b>Bookkeeper</b>			
<i>Your score</i>	33		Like some small business owners, you share few of bookkeepers' interests. Your interest may be enough to motivate you to keep your records up to date, but you probably won't be interested in doing too much bookkeeping. Will you need to keep your own books?
<i>Female SBOs' score</i>	27–48		
<b>Purchasing Agent</b>			
<i>Your score</i>	52		You have more in common with purchasing agents than do small business owners. You may enjoy negotiating with vendors for the purchase of supplies and keeping track of costs, delivery, and performance. Many purchasing agents work in large organizations. Will you be satisfied performing these tasks in a small company?
<i>Female SBOs' score</i>	27–45		

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### MBTI PREFERENCES

<b>Sensing–Intuition</b>			
<i>Your score</i>	S		About 72% of female small business owners and 50% of founders of the fastest growing small firms prefer Sensing, which is also your preference. You may enjoy taking care of the relevant and necessary details involved in the operations of your business. It may be difficult for you to focus on your business's long-term possibilities, however.
<i>Female SBOs' score</i>	S		
<b>Judging–Perceiving</b>			
<i>Your score</i>	J		About 73% of small business owners and 50% 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>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.

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### STRONG BASIC INTEREST SCALES

<b>Social Service</b>		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>	60	
<i>Female SBOs' score</i>	42–60	

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### STRONG OCCUPATIONAL SCALES

<b>Human Resources Director</b>		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>	28	
<i>Female SBOs' score</i>	27–46	
<b>Corporate Trainer</b>		Like some small business owners, your interests are slightly similar to the interests of corporate trainers. You may enjoy a few of the tasks 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?
<i>Your score</i>	25	
<i>Female SBOs' score</i>	23–44	

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### MBTI PREFERENCES

<b>Thinking–Feeling</b>		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.

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### STRONG BASIC INTEREST SCALES

<b>Organizational Management</b>		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>	57	
<i>Female SBOs' score</i>	47–58	

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### STRONG OCCUPATIONAL SCALES

<b>Store Manager</b>		You have more in common with store managers than do small business owners. You may enjoy directing and coordinating the variety of activities involved in running a small- to medium-sized retail business. Will your business involve retail management?
<i>Your score</i>	46	
<i>Female SBOs' score</i>	27–45	

<b>Optician</b>		You have more in common with opticians than do small business owners. The opticians in this sample either were employed in or owned a retail optical store and spent at least 75% of their time in direct patient contact. You may enjoy a business that involves providing a technically based retail service to customers.
<i>Your score</i>	59	
<i>Female SBOs' score</i>	31–46	

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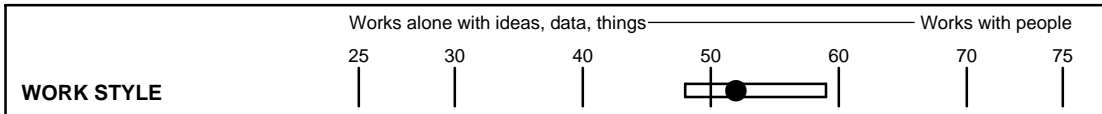
### MBTI PREFERENCES

<b>Thinking–Feeling</b>		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	

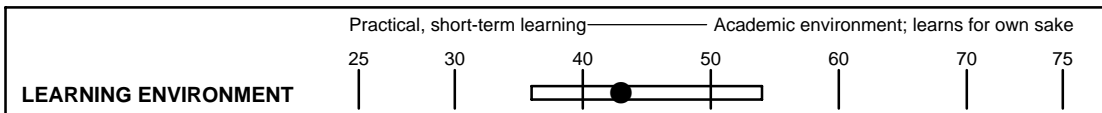
<b>Judging–Perceiving</b>		About 73% of female small business owners and 50% of founders of fast-growing small companies prefer Judging. Your preference for Judging may help you make final decisions in a timely manner, provide structure, and follow through on tasks. You may, however, have a more difficult 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>Female SBOs' score</i>	J	

## PERSONAL STYLES AND ENTREPRENEURSHIP

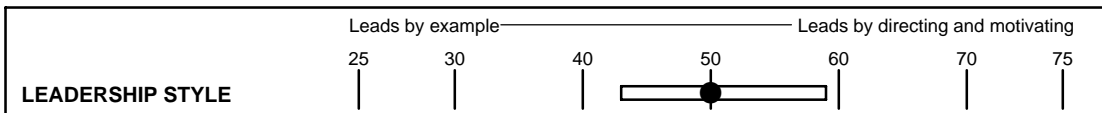
The *Strong* Personal Style Scales identify styles that may affect how you would run a business. Each bar shows the scores of 50% of female small business owners and each dot shows your score.



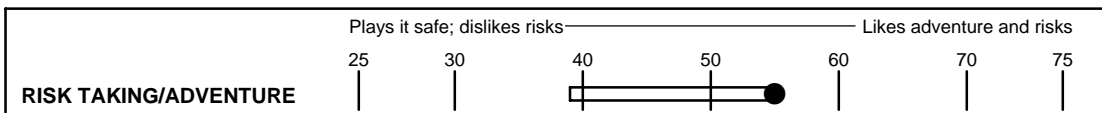
Small business owners, like women in the general population, are more interested in working with people than with ideas, data, or things. Your score is near the middle of this scale, but still within the range of small business owners. You may find that alternating between working alone with ideas, data, 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 than do women in general. You also prefer learning on the job. You may identify a specific skill that you need to succeed and then find a concrete way to master it in a given time.



Like women in general, female small business owners score in the middle of this scale. You also score near the middle, indicating that you enjoy both leading by example and directing and supervising others. Or you may alter your style depending on the situation.



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 only after doing the necessary research. This style may help you take necessary chances without putting yourself too much at risk.

## 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

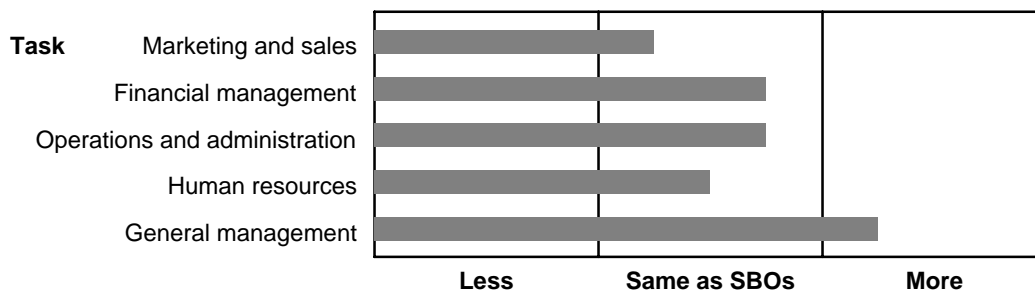
Small business ownership appeals to ESTJ women. ESTJ women often found fast-growing small firms.

### Interest Profile Summary

Your general interests, which are primarily in the Enterprising and Realistic Themes, are somewhat similar to small business owners'. You also share the specific likes and dislikes of these women. You will probably enjoy performing at least some of the daily business tasks and may enjoy talking about business topics. 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 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.