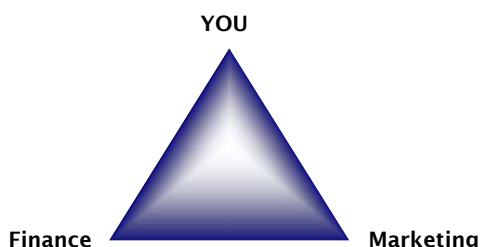


ENTREPRENEUR READINESS PROFILE™

Confidential Report for: Sampe Report
Completed on: December 23, 2008

THE VALUE OF YOUR ENTREPRENEUR READINESS PROFILE

Over 20 years of extensive research on entrepreneurs has guided the development of your Entrepreneur Readiness Profile (ERP). The ERP focuses on a key element in the “*entrepreneur triangle*”: **YOU**



In starting or growing a business, you are getting reality checks. There are FINANCIAL realities and MARKETING realities.

What about YOU—making your career an entrepreneur? Ignoring this question can cost you dollars. It can also cause you great stress if you choose to work in an environment that does not best suit you.

HOW THE ERP CAN INFORM YOU AND MAKE A DIFFERENCE

Your ERP:

- Indicates how your behaviors, perspectives, and preferences can impact you and your career choices
- Provides you results for each of the 5 key areas and 18 scales for Entrepreneur Indicators™ and Conventional Career Indicators™
- Provides you a Personal Profile and Interpretive Report
- Offers action tips and suggested resources for your entrepreneurial development

QUESTIONS? Please email info@leadership-systems.com

“Entrepreneurship is the process of creating or seizing an opportunity and pursuing it regardless of the resources currently controlled.” —Jeffrey Timmons, *The Entrepreneur Mind*

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UNDERSTANDING THE ERP

The ERP provides you with results and insights into **5 Key Areas** and **18 Scales** of behavior. It also provides you with your Overall Result. ENTREPRENEUR INDICATORS™ are displayed on the left; CONVENTIONAL CAREER INDICATORS™ on the right. The definition of each scale appears in the center of the page.

<u>ENTREPRENEUR INDICATORS™</u>	<u>DEFINITIONS</u>	<u>CONVENTIONAL CAREER INDICATORS™</u>
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KEY AREA 1: MIND-SET

1.	Independent Minded	←	Degree to which you seek to act on your own hunches and prefer to push boundaries.	→	Seeks Conformity
2.	Risk Tolerant	←	Degree to which you are comfortable with calculated risks.	→	Security Oriented
3.	Innovator	←	Degree to which you like variety, quick shifts, and creativity.	→	Adaptor
4.	Individual Achievement	←	Degree to which you set your own goals.	→	Organizational Achievement
5.	Optimistic	←	Degree of confidence you have about acting on hunches.	→	Pragmatic

KEY AREA 2: DEALING WITH OTHERS

6.	Initiating	←	Degree to which you take the first step in an interaction.	→	Accommodating
7.	Exploratory Oriented	←	Degree of acceptance of different points of view.	→	Role Oriented
8.	Expansive	←	Degree to which you engage others to solve problems and explore new ideas.	→	Directive

KEY AREA 3: BUSINESS ORIENTATION

9.	Opportunistic	←	Degree to which you are driven by ideas and potentials.	→	Realistic
10.	Strategic	←	Degree to which you like big-picture thinking.	→	Tactical
11.	Proactive	←	Degree to which you identify and act on urgent issues and goals.	→	Steady

KEY AREA 4: SELF-MANAGEMENT

12.	Action Oriented	←	Degree to which you are motivated by action.	→	Methodical
13.	Analytical	←	Degree to which you analyze and predict as part of making decisions.	→	Procedures Oriented
14.	Multi-Tasking	←	Degree to which you enjoy multiple tasks and challenges.	→	Single-Tasking
15.	Stress Tolerance	←	Degree to which you use stress as a motivator.	→	Stress Management

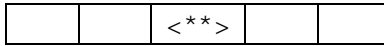
KEY AREA 5: LIFE/WORK ORIENTATION

16.	Self-Directed	←	Degree to which you are pulled to emerging opportunities.	→	Career Pathing
17.	Knowledge Seeking	←	Degree to which you pursue cutting-edge information.	→	Information Management
18.	Family Challenges	←	Degree to which you are linked to a family history of entrepreneurs.	→	Conventional Upbringing

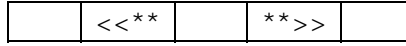
YOUR OVERALL RESULT

Entrepreneur Readiness	←	Overall tendencies in work satisfaction and preferences.	→	Conventional Career Preference
------------------------	---	--	---	--------------------------------

UNDERSTANDING YOUR PROFILE



CENTER TWO-SIDED ARROW indicates that you sometimes show this behavior from either the left (entrepreneur) side or right (conventional career) side of the scale. For you, this behavior may be based on the situation.



LEFT DOUBLE-ARROW indicates a general trend toward **Entrepreneur Readiness**. This behavior is noticeable to others.

RIGHT DOUBLE-ARROW indicates a general trend toward **Conventional Career Preferences**. This behavior is noticeable to others.



FAR-LEFT TRIPLE-ARROW indicates a very strong trend toward **Entrepreneur Readiness** (being in business for oneself). You show this behavior readily.

FAR-RIGHT TRIPLE-ARROW indicates a very strong trend toward **Conventional Career Preferences** (working inside an organization). You show this behavior readily.

YOUR PROFILE

ENTREPRENEUR™ INDICATORS	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend	CONVENTIONAL CAREER™ INDICATORS
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Key Area 1: MIND-SET

1.	Independent Minded	<<< **					Seeks Conformity
2.	Risk Tolerant	<<< **					Security Oriented
3.	Innovator	<<< **					Adaptor
4.	Individual Achievement	<<< **					Organizational Achievement
5.	Optimistic			< ** >			Pragmatic

Key Area 2: DEALING WITH OTHERS

6.	Initiating			< ** >			Accommodating
7.	Exploratory Oriented			< ** >			Role Oriented
8.	Expansive			< ** >			Directive

Key Area 3: BUSINESS ORIENTATION

9.	Opportunistic			< ** >			Realistic
10.	Strategic			< ** >			Tactical
11.	Proactive		<< **				Steady

Key Area 4: SELF-MANAGEMENT

12.	Action Oriented			< ** >			Methodical
13.	Analytical		<< **				Procedures Oriented
14.	Multi-Tasking			< ** >			Single-Tasking
15.	Stress Tolerance		<< **				Stress Management

Key Area 5: LIFE/WORK ORIENTATION

16.	Self-Directed	<<< **					Career Pathing
17.	Knowledge Seeking		<< **				Information Management
18.	Family Challenges			< ** >			Conventional Upbringing

YOUR OVERALL RESULT

Entrepreneur Readiness		<< **					Conventional Career Preference
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YOUR OVERALL ERP RESULT

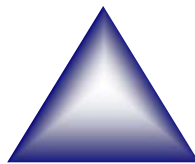
A key distinction of the ERP is that it educates as well as indicates the potential success you could have as an entrepreneur. The ERP provides strongly-descriptive interpretive comments for both the Entrepreneur and the Conventional Career sides of the scale. Reviewing the descriptions on each side can provide you much greater insight into your behavior and into potential areas of development.

Your OVERALL RESULT on the scale of Entrepreneur Readiness and Conventional Career Preference is indicated by the arrow below. Please note:

- Whether your result is on the left side (Entrepreneur) or the right side (Conventional Career).
- Whether you have a CENTER ARROW for situational behavior, a SINGLE ARROW for a general trend, or a DOUBLE ARROW for a very strong trend.

Entrepreneur Readiness	Overall tendencies in work satisfaction and preferences	Conventional Career Preference															
<p>Indicates a clear preference for being in business for oneself and accepting the personal risks involved.</p> <p>Willing to make sacrifices and stand alone to achieve personal goals; likely has a strong desire to push boundaries and control their own destiny.</p> <p>This behavior is shown readily.</p>	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th colspan="5">YOUR OVERALL RESULT</th> </tr> <tr> <th style="font-size: small;">Very Strong Trend</th> <th style="font-size: small;">General Trend</th> <th style="font-size: small;">Based on Situation</th> <th style="font-size: small;">General Trend</th> <th style="font-size: small;">Very Strong Trend</th> </tr> </thead> <tbody> <tr> <td></td> <td style="text-align: center;"><< **</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	YOUR OVERALL RESULT					Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		<< **				<p>Indicates a clear preference for working as a manager or employee.</p> <p>Relies more on the existing structure and past achievements for career success; would likely commit to being an integral part of an established organization for long-term success.</p> <p>This behavior is shown readily.</p>
YOUR OVERALL RESULT																	
Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend													
	<< **																

The following pages in the Interpretive Report let you look more deeply at your results and behaviors across all 5 Key Areas and 18 Scales.



ERP Interpretive Report

Key Area 1: MIND-SET (How you act on your own, set your own goals, and seek innovation)

ENTREPRENEUR
INDICATORS™

CONVENTIONAL CAREER
INDICATORS™

1.	Independent Minded	Degree to which you seek to act on your own hunches and prefer to push boundaries.				Seeks Conformity	
Will stand alone to push an agenda; pursues own goals and initiatives		Your Result:				Works with a team, sharing duties; builds a career through a designated path	
		Very Strong Trend	General Trend	Based on Situation	General Trend		Very Strong Trend
		<<< **					
2.	Risk Tolerant	Degree to which you are comfortable with calculated risks.				Security Oriented	
Readily takes risks seeing these as opportunities to excel; believes that success is enhanced when all adopt a risk mind-set		Your Result:				Carefully outlines and analyzes options, even in minor challenges, to ensure success; believes that success occurs when progress is carefully monitored	
		Very Strong Trend	General Trend	Based on Situation	General Trend		Very Strong Trend
		<<< **					
3.	Innovator	Degree to which you like variety, quick shifts, and creativity.				Adaptor	
Sees many innovative options and enjoys testing several possibilities before deciding; actively seeks the next new wave in the industry and beyond		Your Result:				Sees the steady and reliable approach to change as the most productive; comfortable when change relies on historic industry data	
		Very Strong Trend	General Trend	Based on Situation	General Trend		Very Strong Trend
		<<< **					
4.	Individual Achievement	Degree to which you set your own goals.				Organizational Achievement	
Pursues own goals and actions, even when unpopular; gains great satisfaction knowing that, "I did it myself"		Your Result:				Seeks and appreciates performance-based recognition; works to refine the organization's traditional reward structure	
		Very Strong Trend	General Trend	Based on Situation	General Trend		Very Strong Trend
		<<< **					
5.	Optimistic	Degree of confidence you have about acting on hunches.				Pragmatic	
Quickly identifies the positive, even in difficult and challenging situations; actively seeks new outcomes; success leads to more trust in intuition as a basis for decisions		Your Result:				Sees success as by-product of knowing the right people and waiting for the "right" moment; decisions about the future are best determined by past successes	
		Very Strong Trend	General Trend	Based on Situation	General Trend		Very Strong Trend
				< ** >			

Interpretive Report (continued)

Key Area 2: DEALING WITH OTHERS
 (How you engage others and seek different points of view)

**ENTREPRENEUR
INDICATORS™**

**CONVENTIONAL CAREER
INDICATORS™**

6.	Initiating	Degree to which you take the first step in an interaction.	Accommodating				
Uses resources fully to deliver on promises; relied on by others when taking action is needed	Your Result:					Is careful to not over promise in fulfilling commitments; seen as one who will follow through on plan implementation	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				

7.	Exploratory Oriented	Degree of acceptance of different points of view.	Role Oriented				
Interacts effectively with customers, suppliers, and investors; known for inviting opinions from employees and other stakeholders	Your Result:					Likes to perform using their specialized area of knowledge; respects research and data from recognized sources	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				

8.	Expansive	Degree to which you engage others to solve problems and explore new ideas.	Directive				
Seeks out wide-ranging expertise in order to best resolve issues; treats ambiguity as a source for innovation and improvement	Your Result:					Will step in to fill gaps in a team's expertise; stands firm; sees issues as black and white	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				

Interpretive Report (continued)

Key Area 3: BUSINESS ORIENTATION
 (How you are driven by potentials and respond to changing conditions)

**ENTREPRENEUR
INDICATORS[™]**

**CONVENTIONAL CAREER
INDICATORS[™]**

9.	Opportunistic	Degree to which you are driven by ideas and potentials.	Realistic				
Relishes ambiguity and the opportunities it can introduce; confident in their own hunches	Your Result:					Prefers stable and predictable situations; adept at operational planning	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				

10.	Strategic	Degree to which you like big picture thinking.	Tactical				
Believes that long-term consequences result from today's decisions; demonstrates a willingness to re-think everything in order to innovate	Your Result:					Believes that only short-term projections are reliable; makes incremental and regular reviews of plans	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				

11.	Proactive	Degree to which you identify and act on urgent issues and goals.	Steady				
Takes action on important issues and modifies goals accordingly; keeps goals flexible to respond to changing conditions	Your Result:					Fits actions to the annual work plan; manages change through regular revision of planning goals	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
		<< **					

Interpretive Report (continued)

**Key Area 4: SELF-MANAGEMENT
(How you take action, make decisions, and deal with stress)**

**ENTREPRENEUR
INDICATORS™**

**CONVENTIONAL CAREER
INDICATORS™**

12.	Action Oriented	Degree to which you are motivated by action.					Methodical
Considered competitive in most all situations, aggressive in some; strongly believes that one can impact one's destiny	Your Result:					Values collaboration and consensus as the chief means to success; believes that opportunities present themselves	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				
13.	Analytical	Degree to which you analyze and predict as part of making decisions.					Procedures Oriented
Regarded as clear and logical in the face of complexity; is outcome-based when making decisions	Your Result:					Seen as a thoughtful, methodical planner; regards what has worked in the past as a guide to what will work in the future	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
		<< **					
14.	Multi-Tasking	Degree to which you enjoy multiple tasks and challenges.					Single-Tasking
Works effectively across disciplines such as finance and marketing; preference for multi-tasking may lead to being a serial entrepreneur	Your Result:					Ability to focus is seen as a key strength in completing projects; works best when using expertise as a specialist	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
			< ** >				
15.	Stress Tolerance	Degree to which you use stress as a motivator.					Stress Management
Views a new challenge, with many unknowns as exciting; bounces back; is resilient when setbacks occur	Your Result:					Contributes most by being systematic and efficient; minimizes stress by careful planning in adversity	
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend		
		<< **					

Interpretive Report (continued)

**Key Area 5: LIFE/WORK ORIENTATION
(How your life experiences may impact your career choices)**

**ENTREPRENEUR
INDICATORS™**

**CONVENTIONAL CAREER
INDICATORS™**

16.	Self-Directed	Degree to which you are pulled to emerging opportunities.						Career Pathing
Willing to take a step back to get onto their chosen path; continues to challenge the status quo and open new channels	Your Result:					Sees career as straight-line progression; focuses on what position they will have in the company in the future		
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend			
	<<< **							

17.	Knowledge Seeking	Degree to which you pursue cutting-edge information.						Information Management
Seeks advice of futurists and industry thought leaders; explores global scenarios that could affect their business and life	Your Result:					Concentrates on technical journals as key sources of new information; participates in the creation of strategic plans for the company		
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend			
		<< **						

18.	Family Challenges	Degree to which you are linked to a family history of entrepreneurs.						Conventional Upbringing
Relationships with one or both parents were often challenging; may have been mentored to become part of a small firm or decided to strike out on their own to establish their own enterprise	Your Result:					Relationships with one or both parents have generally been agreeable; may have been provided the means and connections to land a position with an established corporation		
	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend			
			< ** >					

The following pages offer you ways to use this information to develop as an entrepreneur.

DEVELOPING As an Entrepreneur

Getting the Most from Your ERP

Now that you have read your Interpretive Report you know:

Your results on the **LEFT** reflect your entrepreneurial behaviors, perspectives, and preferences:

Your results on the **RIGHT** reflect your conventional career behaviors, perspectives, and preferences:



YOUR PROFILE

ENTREPRENEUR READINESS <u>INDICATORS</u> [™]	Very Strong Trend	General Trend	Based on Situation	General Trend	Very Strong Trend	CONVENTIONAL CAREER <u>INDICATORS</u> [™]
--	-------------------	---------------	--------------------	---------------	-------------------	---

Key Area 1: MIND-SET

1.	Independent Minded	<<< **				Seeks Conformity
2.	Risk Tolerant	<<< **				Security Oriented
3.	Innovator	<<< **				Adaptor
4.	Individual Achievement	<<< **				Organizational Achievement
5.	Optimistic			< ** >		Pragmatic

Key Area 2: DEALING WITH OTHERS

6.	Initiating			< ** >		Accommodating
7.	Exploratory Oriented			< ** >		Role Oriented
8.	Expansive			< ** >		Directive

Key Area 3: BUSINESS ORIENTATION

9.	Opportunistic			< ** >		Realistic
10.	Strategic			< ** >		Tactical
11.	Proactive		<< **			Steady

Key Area 4: SELF-MANAGEMENT

12.	Action Oriented			< ** >		Methodical
13.	Analytical		<< **			Procedures Oriented
14.	Multi-Tasking			< ** >		Single-Tasking
15.	Stress Tolerance		<< **			Stress Management

Key Area 5: LIFE/WORK ORIENTATION

16.	Self-Directed	<<< **				Career Pathing
17.	Knowledge Seeking		<< **			Information Management
18.	Family Challenges			< ** >		Conventional Upbringing

Your Overall Result

Entrepreneur Readiness		<< **				Conventional Career Preference
------------------------	--	-------	--	--	--	--------------------------------

ACTION TIPS

- A. Re-read your Overall Result on page 5
- B. Go back and review your results in each of the 18 Scales
- C. Consider how these results align with your perceptions
- D. Create your Entrepreneur Development Plan:
 1. Select the Scales and Resources (from below) that you think you most need for development
 2. Complete your Entrepreneurial Development Plan (see page 14)

MIND-SET		DEFINITIONS	DEVELOPMENTAL RESOURCES
1.	Independent Minded	Degree to which you seek to act on your own hunches and prefer to push boundaries.	Butler, Gillian. <i>Managing Your Mind</i> . New York: Oxford University Press, 1995.
2.	Risk Tolerant	Degree to which you are comfortable with calculated risks.	Badaracco, Joseph. <i>Defining Moments</i> . Boston: Harvard Business School Press, 1997.
3.	Innovator	Degree to which you like variety, quick shifts, and creativity.	Ben, David. <i>Advantage Play: The Manager's Guide to Creative Problem Solving</i> . Toronto: Key Porter Books, 2002.
4.	Individual Achievement	Degree to which you set your own goals.	Ackerman, L. <i>Identity is Destiny</i> . San Francisco: Berrett-Koehler Publishers, 2000.
5.	Optimistic	Degree of confidence you have about acting on hunches.	Seligman, M. <i>Learned Optimism</i> . New York: Free Press, 2003.

DEALING WITH OTHERS

6.	Initiating	Degree to which you take the first step in an interaction.	Boyatzis, R. et al. <i>Resonant Leadership: Renewing Yourself and Connecting with Others</i> . Boston: Harvard Business School, 2005.
7.	Exploratory Oriented	Degree of acceptance of different points of view.	Solomon, R. <i>Building Trust: In Business, Politics, Relationships, and Life</i> . Oxford: Oxford University Press, 2001.
8.	Expansive	Degree to which you engage others to solve problems and explore new ideas.	Maxwell, John: <i>Relationships 101</i> . London: Thomas Nelson, 2004.

BUSINESS ORIENTATION

9.	Opportunistic	Degree to which you are driven by ideas and potentials.	Birch, P. and Clegg, B. <i>Imagination Engineering – The Toolkit for Business Creativity</i> . London: Pitman Publishing, 1996.
10.	Strategic	Degree to which you like big-picture thinking.	Collins, Jim. <i>Good to Great</i> . New York: HarperCollins, 2001.
11.	Proactive	Degree to which you identify and act on urgent issues and goals.	Block, Peter. <i>The Answer is Yes: Acting on What Matters</i> . San Francisco: Berrett-Koehler Publishing, 2001.

SELF-MANAGEMENT

12.	Action Oriented	Degree to which you are motivated by action.	Kossoff, Leslie. <i>Executive Thinking</i> . Palo Alto, CA: Davies-Black Publishing, 1999.
13.	Analytical	Degree to which you analyze and predict as part of making decisions.	Cohen, Davis. <i>The Project Manager's MBA: How to Translate Project Decisions into Business Success</i> . New York: Jossey-Bass, Inc., 2001.
14.	Multi-Tasking	Degree to which you enjoy multiple tasks and challenges.	Drucker, Peter. <i>The Effective Executive</i> . New York: Collins, (revised edition) 2006.
15.	Stress Tolerance	Degree to which you use stress as a motivator.	Collingwood, Jane. <i>Stress Management</i> . London: MQ Publications Limited, 2005.

LIFE/WORK ORIENTATION

16.	Self-Directed	Degree to which you are pulled to emerging opportunities.	Barner, R. <i>Lifeboat Strategies: How to Keep Your Career Above Water During Tough Times</i> . New York: AMA, 1994.
17.	Knowledge Seeking	Degree to which you pursue cutting-edge information.	Weisbord, Marvin. <i>Productive Workplaces</i> . San Francisco: Jossey Bass, 1987
18.	Family Challenges	Degree to which you are linked to a family history of entrepreneurs.	Cohen, D. and Prusak, L. <i>In Good Company: How Social Capital Makes Organizations Work</i> . Boston: Harvard Business School Press, 2001.

E. Get Feedback and Coaching

Share your ERP with trusted colleagues, friends, maybe your significant other. Solicit feedback from a variety of sources to verify your pattern in each area.

If you want to explore a more intensive entrepreneur development plan, seek the assistance of an entrepreneurial coach at (336) 774-0330 or email info@leadership-systems.com.

F. Seek Assistance and Advice

The following web links can be accessed for:

Business Planning	Small Business Development Centers: www.asbdc-us.org Small Business Administration: www.sba.gov/smallbusinessplanner/plan
Financial Assistance	Small Business Administration: www.sba.gov/services/financialassistance
Tools for Starting and Growing a Business	Small Business Development Centers: www.asbdc-us.org Small Business Administration: www.sba.gov/tools/resourcelibrary
Entrepreneur Articles—secondary research	Edward Lowe Foundation: www.lowe.org
Research, tools and articles on entrepreneurship and guidance	Kauffman Foundation: www.kauffman.org/entrepreneurship

ENTREPRENEUR DEVELOPMENT PLAN

(Copy as needed)

Goal Identify specific scale/behavior			
Benefits of achieving the goal			
Obstacles to achieving the goal			
Resources to use in achieving this goal			
Specific Action Steps	Step	Action	Due Date
	1.		
	2.		
	3.		
	4.		
	5.		
	6.		
	7.		
Benchmarks (How will you know you are making progress?)			
Goal Accountability Partner (Individual who will contact you regularly about your goal)			

QUESTIONS? Please email info@leadership-systems.com

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