

Spann & Associates

Entrepreneur Analysis

Prepared for:

Demonstration Samples

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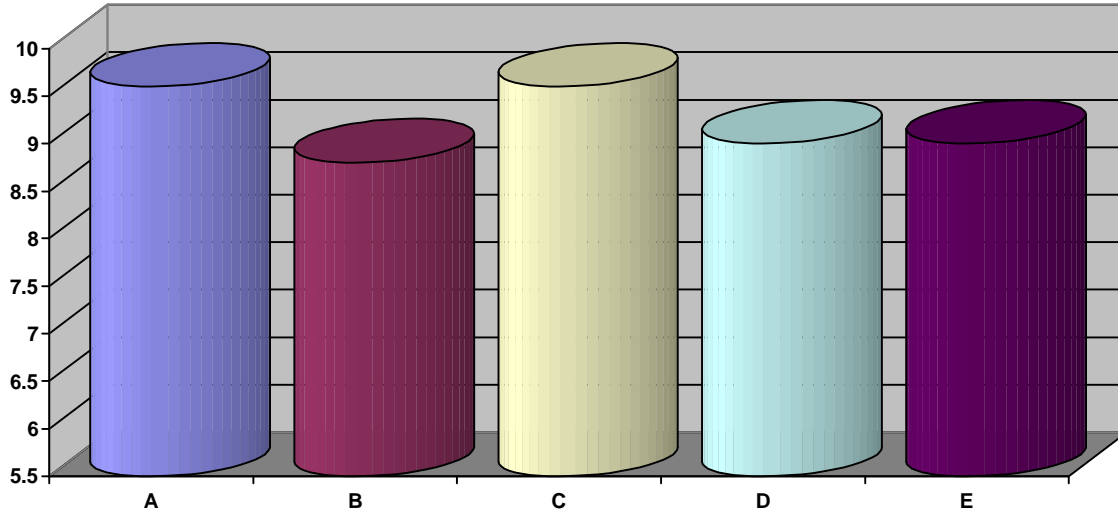
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Entrepreneur Analysis

GLOBAL GRAPH



Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Knows What To Do (Low Risk) — This section measures the ability to clearly and correctly see what is important and needs attention.

B) Knows How To Do It (Low Risk) — This section measures the ability to develop ideas, techniques, and solutions for getting things done.

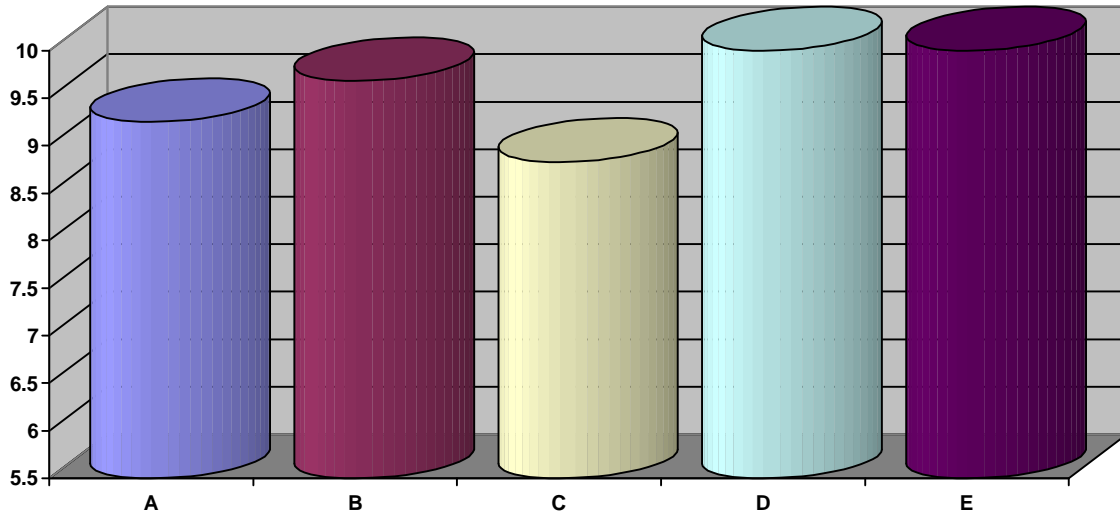
C) Planning And Organizing (Low Risk) — This section measures the ability to develop plans and strategies for focusing and measuring the success of actions.

D) Gets Things Done (Low Risk) — This section measures the capacity to focus energy, stay on track, and get things done effectively and efficiently.

E) Works Through Others (Low Risk) — This section measures the ability to develop, motivate, focus, and monitor others.

Entrepreneur Analysis

KNOWS WHAT TO DO



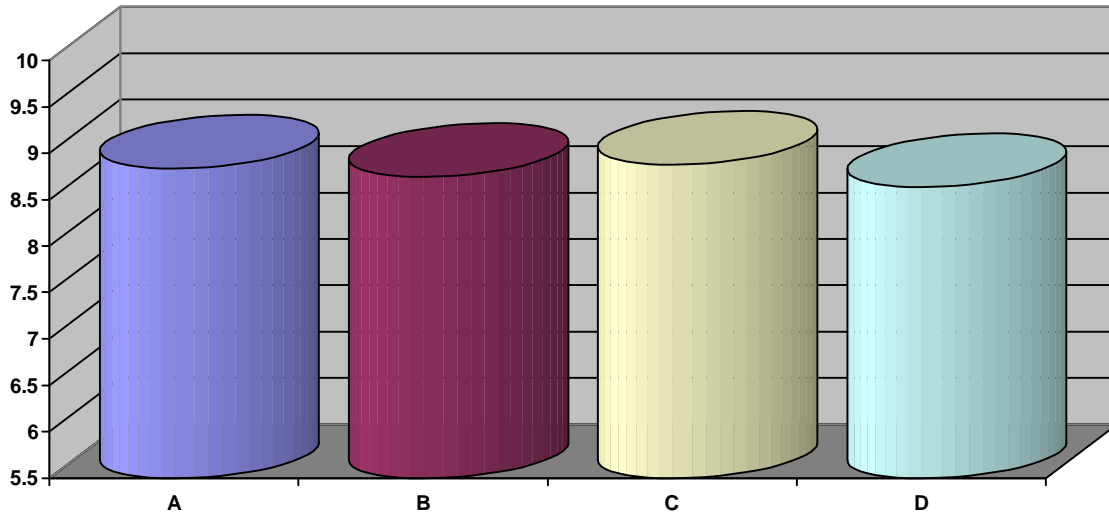
KNOWS WHAT TO DO: These capacities measure the ability to decide which issues are relevant and need attention from an intuitive, practical, conceptual, and analytical perspective.

Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Intuitive Insight (Low Risk) — The ability to rely on intuitive feelings and 'gut' instincts when making decisions about others.
B) Seeing The Big Picture (Low Risk) — This capacity measures the ability to not only see all of the pieces and angles of the picture, but also the ability to see how the pieces fit together to make a whole.
C) Common Sense Thinking (Low Risk) — The ability to use one's practical thinking ability to see and understand what is happening.
D) Long Term Goal Assessment (Low Risk) — The ability to project a goal into the future and understand not only future consequences but also see how to plan to attain their goals.
E) Proactive Thinking Ability (Low Risk) — The ability to plan for consequences of actions and decisions rather than reacting to crises.

Entrepreneur Analysis

KNOWS HOW TO DO IT



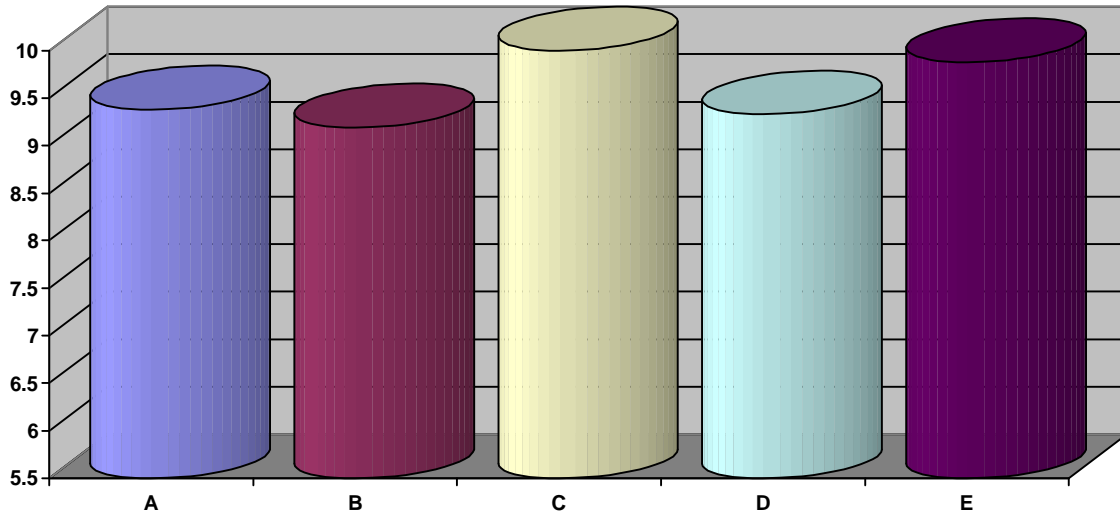
KNOWS HOW TO DO IT: These capacities measure a person's ability to see what needs to be done, who needs to do the work, and how things need to be done.

Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Evaluating What Needs To Be Done (Low Risk) — The ability to identify problems and critical issues, to size up what needs to be done and what can be done in an effective manner.
B) Attention To Concrete Detail (Situational Risk) — The ability to clearly see and pay attention to flaws in things, people and situations.
C) Doing Things Right (Low Risk) — This component measures one's insistence on doing things right.
D) Meeting Schedules/Deadlines (Situational Risk) — The ability to pay attention to and insist on doing things right.

Entrepreneur Analysis

PLANNING AND ORGANIZING



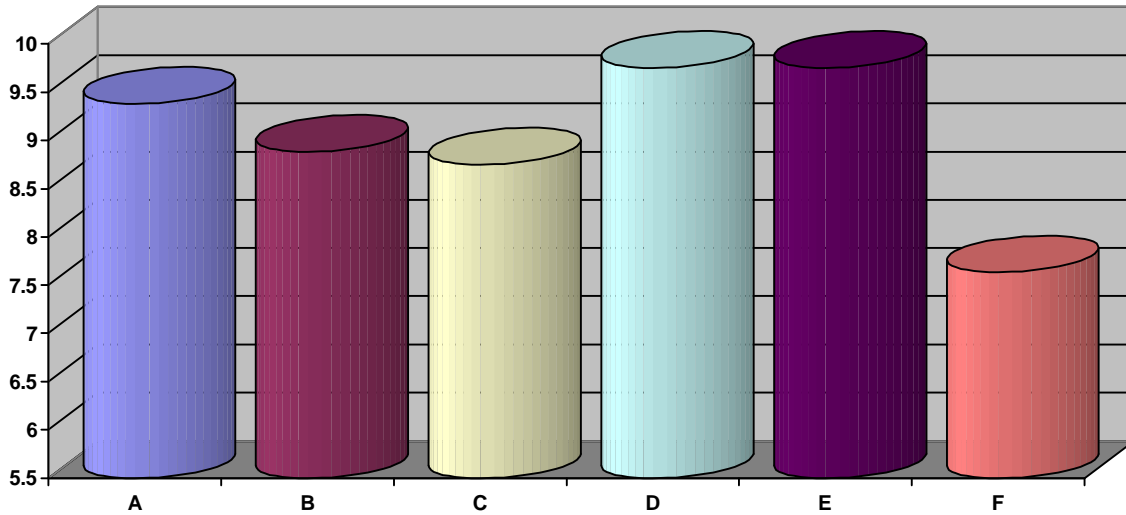
PLANNING AND ORGANIZING: These capacities identify the short range and long range needs and implications of a situation, to set goals which are realistic and to develop plans of action which attain these goals in an effective and efficient manner.

Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
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A) Attention To Planning (Low Risk) — The ability to keep one's focus and attention on planning details and activities.
B) Short Range Planning (Low Risk) — The ability to set tactical goals and plans which are designed to handle concrete, immediate situational objectives.
C) Long Range Planning (Low Risk) — The ability to see long range goals and to design plans and strategies for attaining these goals.
D) Concrete Organization (Low Risk) — The ability to see the immediate, concrete needs of a situation and to set an action plan for meeting these needs.
E) Conceptual Organization (Low Risk) — The ability to see the long range needs and implications of a situation and to build a plan for meeting these needs.

Entrepreneur Analysis

GETS THINGS DONE



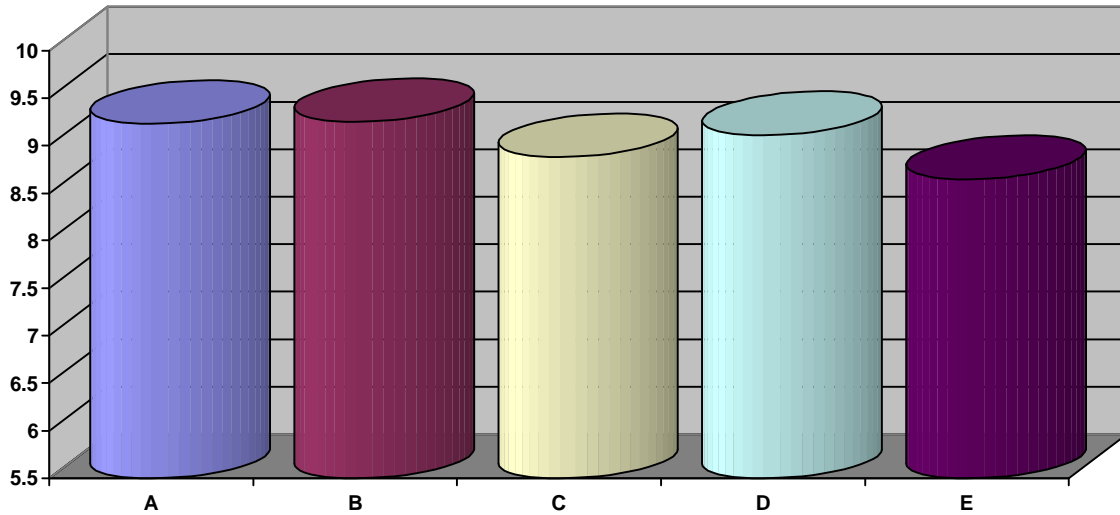
GETS THINGS DONE: These capacities measure the ability to marshal energy to attain self goals as well as the ability of be persistent and consistent.

Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Goal Directedness (Low Risk) — The ability to be excited about and committed to goals, to marshal energy to push toward attainment of goals.
B) Results Oriented (Low Risk) — The ability to pay attention to the achievement of results and to decide to what extent attaining results is a major factor pushing one to action.
C) Self Confidence (Situational Risk) — The ability to develop and maintain inner strength based on the belief that one will succeed.
D) Self Attitude (Low Risk) — The ability to utilize a positive self attitude as a source for drive, motivation and as a major means of pushing one to action.
E) Persistence (Low Risk) — The ability of an individual to maintain direction in spite of obstacles and to stay on target regardless of circumstances.
F) Consistency (Real Risk) — The ability to maintain a sense of constancy and continuity in one's actions, to be reliable in the transfer of thinking to action.

Entrepreneur Analysis

WORKS THROUGH OTHERS



WORKS THROUGH OTHERS: These capacities measure the ability to see and appreciate the needs and interests of others and to deal with others in a concerned but objective manner.

Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	8.8 to 10.0
Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.5 to 8.79
Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.2 to 8.49
Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.19

A) Insight Into Others (Low Risk) — The ability to see and understand the needs and interests of others, to identify and relate with the concerns of others.
B) Attitude Toward Others (Low Risk) — The ability to maintain tolerance, be positive and remain objective in interactions with others.
C) Relating With Others (Low Risk) — The ability to coordinate knowledge of others into action, to get along with others, and to develop and maintain open, positive relationships.
D) Listening To Others (Low Risk) — The ability to listen to another point of view without imposing personal biases, standards and expectations.
E) Talking At The Right Time (Situational Risk) — The ability to know what to say, how to say it, and when to speak.

Entrepreneur Analysis **DEVELOPMENT COMMENTS** **KNOWS WHAT TO DO**

Intuitive Insight: (Knows What To Do)

Strength

You have a well developed ability for intuitive thinking giving you the capacity for identifying a fruitful direction or a potential problem area by the strength of your inner, gut feelings and instincts about what is right or wrong.

Seeing The Big Picture: (Knows What To Do)

Strength

You have the ability to see all of the pieces and angles of a picture, and at the same time, understand how all of these pieces fit together to form a total picture. You have the ability to understand how the parts of a puzzle can be fit together to form the puzzle itself.

Common Sense Thinking: (Knows What To Do)

Strength

You have the potential for a very unconventional, novel view of practical common sense issues. This capacity can develop the ability to be creative in your thinking seeing ways of doing things which others tend to overlook and can build a strongly individualistic drive to do things in your own unique way.

Long Term Goal Assessment: (Knows What To Do)

Strength

You not only have the ability to identify fruitful goals but also have the ability to see and understand the effects and consequences of goals and plans. You are extremely concerned about making certain that things work out as they should; therefore, you tend to pay attention to goal setting and long range thinking.

Proactive, Conceptual Thinking: (Knows What To Do)

Strength

You have a strong need to make certain that things work out according to plans and expectations and as a result you both understand the value of proactive thinking and planning and will focus time and energy on identifying and understanding the consequences of your ideas and plans.

Entrepreneur Analysis
DEVELOPMENT COMMENTS
KNOWS HOW TO DO IT

Evaluating What Needs To Be Done: (Knows How To Do It)

Strength

You have an excellent ability for sizing up situations, for identifying problems especially in difficult or confusing situations and for generating constructive alternatives for resolving problems. This ability is a combination of practical, common sense thinking and conceptual, analytical thinking ability.

Attention To Concrete Detail: (Knows How To Do It)

Development Area

Your compulsion for seeing things in an unconventional and possibly creative manner can cause you to overlook concrete detail. Build a reminder system to help maintain a sense of balance in your thinking. Seek advice from others to check your strong compulsion to be inventive.

Doing Things Right: (Knows How To Do It)

Strength

You are a perfectionistic thinker who pays attention to making certain that things are done right. As a result, you are likely to spend time and energy developing respect for accepted standards and ways of getting things done.

Meeting Schedules And Deadlines: (Knows How To Do It)

Development Area

You have a strong sense of perfection and idealism which can lead you to very perfectionistic and insistent attitudes toward your schedules and time tables. Rely on your common sense to keep an open, flexible attitude toward getting things done on time.

Entrepreneur Analysis
DEVELOPMENT COMMENTS
PLANNING AND ORGANIZING

Attention To Planning: (Planning and Organizing)

Strength

A combination of attentiveness to structured, analytical thinking and planning and an innovative, unconventional attitude to system and structure will generate the ability and willingness to pay attention to planning and an innovative, novel approach to creating plans, strategies and objectives.

Short Range Planning: (Planning and Organizing)

Strength

You tend to be idealistic and perfectionistic in your thinking focusing, organizing and structuring things according to a preorganized plan or strategy. As a result, planning for short term results is necessary to guarantee that things will happen effectively and efficiently.

Long Range Planning: (Planning and Organizing)

Development Area

Your strong sense of perfectionism can lead you be idealistic and rigid in your thinking. As a result, you tend to set unrealistic long term goals and to stubbornly insist that they be carried out regardless of consequences. Seek advice from others to test the relevance and practicality of your thinking and planning.

Concrete Organization: (Planning and Organizing)

Strength

A combination of your need for things to work according to preset plans and strategies and your capacity for conceptual thinking and planning gives you the ability to develop a plan for organizing your current environment and the willingness to spend the time and energy carrying out organizational tasks.

Conceptual Organization: (Planning and Organizing)

Strength

You have a very strong need for planning and organizing things according to a preorganized plan or strategy and this need combined with your capacity for conceptual and analytical thinking and planning builds both the ability to see and focus your energy on conceptual organization.

Entrepreneur Analysis
DEVELOPMENT COMMENTS
GETS THINGS DONE

Goal Directedness: (Gets Things Done)

Strength

Your self perfectionism and idealism combined with keen appreciation for structured, analytical thinking generates strong drive toward your personal goals and objectives and commitment to the goals and objectives which you adopt from organizational or other sources.

Results Oriented: (Gets Things Done)

Strength

A combination of unconventional, individualistic thinking and attention to practical, concrete results generates a strong drive center which not only acts as a source for getting things done but builds in a potential for creativity, novelty and spontaneity into your actions and decisions.

Self Confidence: (Gets Things Done)

Development Area

You are in social/role frustration with an unclear sense of social/role image. You will likely underestimate the possibilities for achievement which your current situation offers and feel frustration and dissatisfaction, leading to inconsistencies in your decisions and actions.

Self Attitude: (Gets Things Done)

Strength

You have a very dynamic, positive overall attitude which can overcome any temporary feelings of anxiety, despair or negative expectations and can generate a strong expectation that the best is possible for you. This sense of overall optimism can serve as a beacon to keep you pushing ahead and on track especially in difficult situations.

Entrepreneur Analysis
DEVELOPMENT COMMENTS
GETS THINGS DONE

Persistence: (Gets Things Done)

Strength

Your strong commitment to your inner ideals, your personal goals and beliefs about the future and your sense of what is right provides a compulsive need to push ahead and will also act as a beacon to keep you on track in difficult and confusing situations.

Consistency: (Gets Things Done)

Development Area

A combination of a compulsive need to push ahead and a feeling of frustration and dissatisfaction about your current circumstances can lead to inconsistencies in your decisions and actions. Take the time to examine your priorities and expectations to make certain that you can realistically accomplish what you set out to do.

Entrepreneur Analysis
DEVELOPMENT COMMENTS
WORKS THROUGH OTHERS

Insight Into Others: (Works Through Others)

Strength

You have very keen insight into others which gives you the ability to evaluate their potential for both good and bad, to functionally evaluate the ability of others to perform, to see opportunities for development with others which are good for you and for them, and to be aware of the needs and concerns of others.

Attitude Toward Others: (Works Through Others)

Strength

You have a very dynamic, optimistic attitude toward others which gives you the ability to see and understand the positive potential of others, to be concerned about and attentive to the needs and interests of others, to be open and available to others.

Relating With Others: (Works Through Others)

Strength

You have the ability to develop personal relationships without losing perspective and becoming too involved. You have the capacity to see both the positive contribution and the potential for mistakes in each person. Moreover, you see and appreciate their point of view and how it fits within your goals and objectives.

Listening To Others: (Works Through Others)

Strength

You have the ability and willingness to listen to what others are saying paying attention to their own unique viewpoints, to their needs and concerns. You are likely to spend time and energy allowing others to express their viewpoints even when those viewpoints and perspectives are contrary to your own.

Talking At The Right Time: (Works Through Others)

Development Area

You have the ability to correctly and immediately identify both what is the correct or appropriate response and when the time is right to make your point. Moreover, you have a strong commitment to what you believe is right which will give you the confidence and assurance to say what you believe you need to say.