saville consulting

wave

Saville Consulting Wave
Professional Styles Handbook

PART 3: OUTPUTS

Chapter 14: Entrepreneurial Potential Report

saville consulting

14.0 Entrepreneurial Potential Report

14.1 Introducing the Entrepreneurial Potential Report

This report is powered by Entrecode® – a model of how successful entrepreneurs create and lead high value businesses. The report is powered by either Wave Professional Styles or Wave Focus Styles.

The Entrecode model is based on nearly twenty years of research undertaken by Professor David Hall and his associates (www.entrecode.com). Early on, Professor Hall's team discovered that the entrepreneurial business building process was much more of a personal process than the traditional business school marketing methods. Networking, building alliances and delighting customers are much more important than business models, branding or business plans.

After researching what entrepreneurs did to be successful, David Hall set out to understand how they approached each of these key activities. For example, it was acknowledged that networking was important to business growth, but how they networked was a mystery. Indeed one early insight was that successful entrepreneurs are often unable to articulate how they do things because they are 'unconsciously competent.'

However, Olympic coach Wyatt Woodsmall provided an insight enabling 'modeling' to identify 96 characteristics shared by a group of entrepreneurs. In order to narrow the list, he then surveyed 250 entrepreneurs in the UK and Australia and validated the results against job performance dating back 10 years. Effectively, Professor Hall's research 'cracked the code' of entrepreneurial success and encapsulated this in the Entrecode model.

In 2005, Entrecode and Saville Consulting collaborated to create the Entrepreneurial Potential Report, an instrument designed to rigorously assess entrepreneurial talent.

The Entrepreneurial Potential Report assesses individuals against the six core areas from the Entrecode® model below that drive entrepreneurial success.

Figure 14.1 The Entrecode® Model
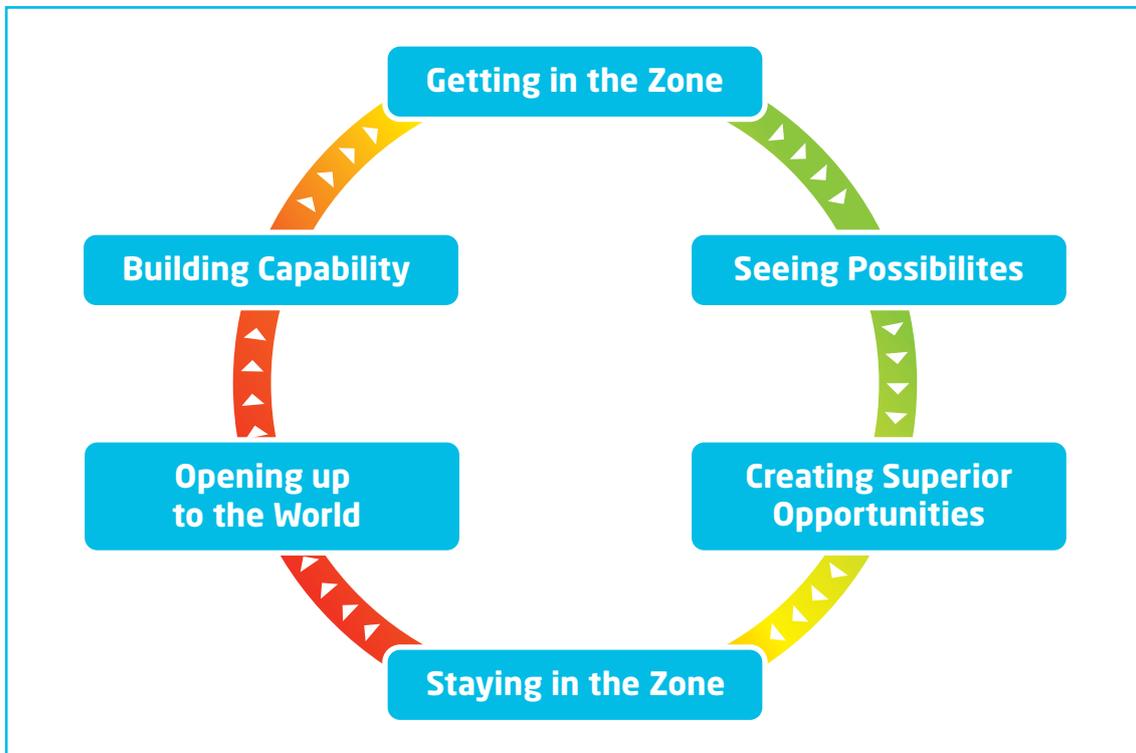
The model then breaks down into subcomponents under each of these six areas. There is a total of twenty-one subcomponents underpinning Entrepreneurial success in the Entrepreneurial Potential Report. Each of these scales is measured by a mapping to the 108 competency facets in the Wave performance model. This allows the competency potential facets of Wave Professional or Focus Styles to power the Entrepreneurial Potential Report. This report was the first example of Saville Consulting Wave research and model measuring an external model of effectiveness at work.

14.2 Development of the Entrepreneurial Potential Report

A four-step process was used to link Wave Professional Styles to the Entrecode model and then generate the Entrepreneurial Potential Report:

Step 1:   Rational links were made between the Saville Consulting Work Performance model *(at the most detailed, 108 facet level)* and the Entrecode® model

Step 2:   The competency potential facets were chosen and weighted based on these rational links. Competency potential facets themselves are weighted combinations of Wave Styles facets which maximize the validity in predicting the Saville Consulting Work Performance model *(see Construction chapter)*.

> **Step 3:** The Entrepreneurial equations were run on the standardization group to check for construct separation and overlap. The equations were subsequently refined.
>
> **Step 4:** Finally, an individual's results are compared against the benchmark norm group used to generate that report. *(A description of this norm group is provided at the bottom of each page within the report).*

14.3 Applications

Assess Entrepreneurial Potential

The Entrepreneurial Potential Report allows the assessment user to see at a glance whether an individual has what it takes to be a successful entrepreneur. The graphics and narrative text quickly and easily highlight relative strengths and gaps, providing valuable insights for coaching or selection. In parallel, the Expert Report from Professional or Focus Styles can then help to understand why the person has emerged with a given pattern of strengths or development needs at a deeper behavioral style level.

Help Venture Capitalists and New Business Incubators

Venture Capitalists and other business support organizations are generally able to evaluate business plans very effectively. However, they tend to struggle with the question 'does this person with the good idea have the prerequisite skills to take the idea off the page and make it an economic success?'

The Entrepreneurial Potential Report allows a better understanding of the extent to which an individual has the traits of highly successful entrepreneurs who have created high growth businesses. This makes it possible to weigh up the probability that the business will thrive and prosper. Where there are traits missing, an organization can make an informed decision about managing the risks involved in backing a new venture.

Build on Entrepreneurial Strengths

The Entrepreneurial Potential Report will identify the raw talent, but for this potential to convert into performance, the individuals need the right environment, the tools for the job and the coaching support that recognizes that they are different from the majority of other workers in the organization. Harnessing this entrepreneurial talent has huge potential benefits, since these individuals have the ability to grow the business faster, with fewer resources and more effectively than the organization's other staff. More information on Entrecode support materials and toolkit can be found at www.entrecode.com.

Coach Entrepreneurs to Build High Growth, High Value Businesses

Entrepreneurs have specific approaches to learning and developing, primarily from active experimentation, trial-and-error, and from peers, family and friends. The EntreCoaching approach maximizes learning by leveraging these insights, including:

- Encouraging and modeling action taking
- Minimizing power and control, i.e., bureaucracy
- Focusing on strengths not weaknesses
- Helping to remove blockages to progress

Drive Corporate Entrepreneurship and Innovation

Corporate organizations struggle to innovate and this is backed up by research that highlights that 95% of all major innovations in products and services in the 20th century originated in companies employing fewer than twenty people (Timmons & Spinelli, 2003). The Entrepreneurial Potential Report enables corporate business to highlight and utilize their internal entrepreneurs in a way that maximizes their personal strengths.

A corporation's internal entrepreneurs are often pivotal to an organization's future success. They tend to be the people who can make step-changes and deliver breakthrough thinking. However, individuals with strong entrepreneurial characteristics are likely to make up less than 10% of most workforces. So business leaders must identify them and empower them to operate within a more entrepreneurial culture, e.g., 'just do it,' 'success or learning,' and 'take calculated risks.' Entrepreneurial people may come from unexpected places and yet will have the capacity and mindset to deliver results beyond expectations.

Revitalize and Transform the Business

Business transformation utilizes the same individual traits that would be used by an entrepreneur when setting up and delivering a new proposition; it needs people with vision, focus and a strong drive to achieve and make a difference. The Entrepreneurial Potential Report can be used to identify the people who would be most likely to drive through significant organizational change. These potential change agents can be brought together from across the organization.

Business transformation requires the organization and its employees to refocus on what is most important and ditch other activities that are not creating sufficient value. A business transformation team can be made up of internal entrepreneurs which will kick-start revitalization, and their vision and optimism will re-energize others in the organization to implement the necessary changes.

Spot Opportunities for New Products or Markets

Traditionally companies hire sales managers and product developers because of their qualifications, technical knowledge, and their experience. By contrast, the Entrepreneurial Potential Report identifies those people with the talent and motivation to shine in the development of superior commercial opportunities. Successful entrepreneurs often have served a lengthy apprenticeship in their chosen field, so they have an in-depth understanding and a network of useful contacts. However, the most successful entrepreneurs also have a distinctive style, as measured by the Entrepreneurial Potential Report. By using this tool specifically with customer facing staff (particularly key account managers), you can identify those who will be most likely to spot the new business opportunities that offer sustainable high value returns.

Retain and Liberate your Innovators

Many high growth companies are started by refugees from large corporate business. The reality is that many businesses do not appreciate that they have internal entrepreneurs who, if not managed correctly, will leave and create value for themselves rather than staying and delivering value for their employer. The key is to highlight these people before it is too late and nurture them, so that they develop ideas linked to their own company's strategy.

The Entrepreneurial Potential Report helps to identify likely innovators. Using the Entrecode process and principles, companies can then create a sub-culture within which innovators will prosper. Providing additional coaching and support will enable them to create new perspectives and spot superior opportunities. In this way business owners take their innovators and their ideas on a journey to enhance the company's competitive advantage, while at the same time making them feel valued and less likely to leave.

14.4 Interpreting the Scales

In the following section we explain how the six core areas of the Entrecode® model presented in the Entrepreneurial Summary Profile dimensions breaks down into twenty-one aspects of entrepreneurial potential. We then provide an interpretation of both high and low scores for each of these aspects, and share the four Professional Styles dimension(s) that correlate the highest with each of the Entrepreneurial Potential scales. These are listed in rank order starting with the Professional Styles dimension with the strongest correlation with the given Entrepreneurial Potential scale.

GETTING IN THE ZONE

- **Achievement Drive**
- **Compelling Vision**
- **Energy**
- **Action Oriented**

Achievement Drive

HIGH SCORERS: show total commitment to succeeding and achieving results
LOW SCORERS: place little personal emphasis on achieving results

Most highly correlating Professional Styles Dimensions:

- Striving
- Directing
- Enterprising
- Purposeful

Compelling Vision

HIGH SCORERS: create a strong, compelling vision of what they would like the future to look like
LOW SCORERS: tend to focus on the here-and-now rather than creating a vision for the future

Most highly correlating Professional Styles Dimensions:

- Convincing
- Strategic
- Directing
- Empowering

Energy

HIGH SCORERS: consistently put lots of energy into making things happen
LOW SCORERS: may appear quite laid-back and unconcerned about making things happen

Most highly correlating Professional Styles Dimensions:

- Dynamic
- Directing
- Purposeful
- Change Oriented

Action Oriented

HIGH SCORERS: display a strong preference for acting quickly and decisively, being impatient to move things on
LOW SCORERS: may not feel comfortable taking the initiative and may find it difficult to take action quickly

Most highly correlating Professional Styles Dimensions:

- Purposeful
- Dynamic
- Directing
- Insightful

SEEING POSSIBILITIES

- **Big Picture**
- **Options Thinking**
- **Savvy**

Big Picture

HIGH SCORERS: clearly focused on the big picture and the wider issues that matter
LOW SCORERS: likely to focus on a narrow set of issues and may lose sight of the big picture

Most highly correlating Professional Styles Dimensions:

- Strategic
- Insightful
- Inventive
- Dynamic

Options Thinking

HIGH SCORERS: explore a wide variety of options and alternatives, are rarely stuck for an answer
LOW SCORERS: may consider only a limited number of approaches to issues

Most highly correlating Professional Styles Dimensions:

- Inventive
- Strategic
- Abstract
- Insightful

Savvy

HIGH SCORERS: confidently use own intuition and experience to make judgments
LOW SCORERS: seldom rely on own intuition and experience to guide judgments

Most highly correlating Professional Styles Dimensions:

- Purposeful
- Insightful
- Directing
- Dynamic

CREATING SUPERIOR OPPORTUNITIES

- **Problem Seeking**
- **Synthesis**
- **Problem Solving**
- **Customer Delivery**

Problem Seeking

HIGH SCORERS: put significant effort into finding out which problems customers really want to address
LOW SCORERS: may show a lack of interest in understanding the issues that customers face

Most highly correlating Professional Styles Dimensions:

- Interactive
- Empowering
- Engaging
- Articulate

Synthesis

HIGH SCORERS: highly skilled at integrating information from diverse sources to develop new approaches
LOW SCORERS: may not make the connection between insights gained from different sources

Most highly correlating Professional Styles Dimensions:

- Abstract
- Analytical
- Inventive
- Strategic

Problem Solving

HIGH SCORERS: produce very strong commercial solutions to customer problems that lead to new business opportunities

LOW SCORERS: unlikely to produce solutions quickly and may lack interest in identifying new business opportunities

Most highly correlating Professional Styles Dimensions:

- Enterprising
- Purposeful
- Directing
- Convincing

Customer Delivery

HIGH SCORERS: focused on personally delivering a high quality service to customers
LOW SCORERS: less focused on personally delivering a high quality service to customers

Most highly correlating Professional Styles Dimensions:

- Meticulous
- Reliable
- Organized
- Principled

STAYING IN THE ZONE

- **Focus**
- **Positive Mindset**
- **Self-determining**
- **Persistence**

Focus

HIGH SCORERS: show a single-minded focus on priorities, refusing to be distracted
LOW SCORERS: may be easily distracted and lose sight of the key priorities

Most highly correlating Professional Styles Dimensions:

- Directing
- Purposeful
- Dynamic
- Strategic

Positive Mindset

HIGH SCORERS: show a consistently positive attitude and thrive in the face of difficult challenges
LOW SCORERS: may show a tendency to dwell on the negative side of things, becoming disheartened in the face of challenges

Most highly correlating Professional Styles Dimensions:

- Positive
- Change Oriented
- Dynamic
- Composed

Self-determining

HIGH SCORERS: take firm, unwavering control of shaping their own destiny
LOW SCORERS: may feel uncomfortable making decisions that will shape their own destiny

Most highly correlating Professional Styles Dimensions:

- Self-assured
- Purposeful
- Directing
- Strategic

Persistence

HIGH SCORERS: show strong persistence in seeing things through to the end despite difficulties, recovering very quickly from setbacks

LOW SCORERS: show less persistence than others, particularly when faced with difficulties or setbacks

Most highly correlating Professional Styles Dimensions:

- Striving
- Directing
- Positive
- Purposeful

OPENING UP TO THE WORLD

- **Expressing Passion**
- **Purposeful Networking**
- **Creating Partnerships**

Expressing Passion

HIGH SCORERS: express ideas and opinions in a highly persuasive and inspiring manner
LOW SCORERS: show little inclination to inspire and persuade others

Most highly correlating Professional Styles Dimensions:

- Empowering
- Directing
- Convincing
- Enterprising

Purposeful Networking

HIGH SCORERS: show great flair in building and maintaining appropriate networks to establish useful business relationships

LOW SCORERS: likely to find networking uncomfortable and avoid making time for building business relationships

Most highly correlating Professional Styles Dimensions:

- Interactive
- Articulate
- Engaging
- Self-promoting

Creating Partnerships

HIGH SCORERS: highly skilled at negotiating, generating sales and building strong commercial partnerships

LOW SCORERS: may not be comfortable generating sales or negotiating deals with potential commercial partners

Most highly correlating Professional Styles Dimensions:

- Enterprising
- Convincing
- Directing
- Empowering

333

BUILDING CAPABILITY

- Building Up the Team
- Experiential Learning
- Staying on Track

Building Up the Team

HIGH SCORERS: very focused on building a strong team by coordinating and motivating the right people

LOW SCORERS: may show a lack of interest in taking on responsibility for coordinating and motivating the team

Most highly correlating Professional Styles Dimensions:

- Empowering
- Directing
- Dynamic
- Strategic

Experiential Learning

HIGH SCORERS: show a strong preference for learning through pragmatic experimentation and drawing on experience

LOW SCORERS: unlikely to choose active experimentation as the primary method of learning

Most highly correlating Professional Styles Dimensions:

- Learning Oriented
- Inventive
- Insightful
- Change Oriented

Staying on Track

HIGH SCORERS: consistently strive for continuous improvement to ensure the business stays ahead of the competition

LOW SCORERS: may become complacent, and not put great effort into keeping things on track

Most highly correlating Professional Styles Dimensions:

- Activity Oriented
- Striving
- Dynamic
- Insightful

14.5 Reliability of the Entrepreneurial Potential Scales

Alternate Form Reliability

In order to assess the alternate form reliability of the Entrecode® Model, a sample of 1,153 individuals from the UK completed parallel versions of Wave Professional Styles (Invited Access and Supervised Access). These two versions are designed with different content but to measure the same concepts and areas. For a full description of the sample (Standardization sample), refer to Appendix B in this handbook. Table 14.1 displays Alternate Form reliabilities for the Entrepreneurial Potential Scales.

Table 14.1 Entrecode Model Alternate Form Reliability – Invited Access (IA) vs. Supervised Access (SA) (N=1,153)

Ent. Potential Scales	Mean (IA)	Mean (SA)	SD (IA)	SD (SA)	SEm Sten	r
Getting in the Zone	23059.37	23236.81	2484.86	2468.61	.52	.93
Achievement Drive	6817.55	6963.36	702.51	663.19	1.09	.70
Compelling Vision	5089.90	4816.12	899.33	837.35	.83	.83
Energy	5606.13	5630.25	1039.78	1029.64	.73	.87
Action Oriented	5545.79	5553.30	880.41	867.14	.77	.85
Seeing Possibilities	17874.88	17831.24	2372.29	2428.96	.61	.91
Big Picture	6119.77	6183.55	1051.12	1055.60	.77	.85
Options Thinking	5800.92	5607.03	1126.53	1131.31	.74	.86
Savvy	5954.19	6040.67	831.48	825.83	.82	.83
Creating Superior Opportunities	24076.78	24205.35	1788.91	1844.05	.82	.83
Problem Seeking	5579.88	5525.83	773.98	767.56	.86	.82
Synthesis	5631.51	5509.78	965.54	989.03	.75	.86
Problem Solving	6088.15	6194.07	985.24	964.08	.81	.84
Customer Delivery	6777.25	6975.67	1006.15	1003.79	.75	.86
Staying in the Zone	22298.69	22281.09	2404.42	2399.04	.64	.90
Focus	5411.95	5407.22	738.09	775.63	.80	.84
Positive Mindset	6662.12	6587.39	1000.85	985.59	.77	.85
Self-determining	4947.72	4969.38	882.81	912.06	.79	.85
Persistence	5276.90	5317.11	685.93	671.17	.95	.77
Opening Up to the World	15375.94	15027.75	2634.59	2655.66	.48	.94
Expressing Passion	5160.19	5045.76	995.34	961.67	.71	.88
Purposeful Networking	5244.30	5119.11	1045.56	1024.51	.69	.88
Creating Partnerships	4971.45	4862.88	1202.09	1238.43	.56	.92
Building Capability	17446.68	17443.97	1550.69	1505.75	.74	.86
Building Up the Team	5859.55	5873.43	961.38	968.52	.75	.86
Experiential Learning	5686.05	5764.57	688.06	656.62	.88	.81
Staying On Track	5901.08	5805.97	711.44	696.41	.87	.81

Test-Retest Reliability

In order to assess the test-retest reliability of the Entrecode® Model, a sample of 100 individuals from the UK who were engaged in a mixed range of different occupations completed Wave Professional Styles (Invited Access) twice with a period of approximately 18 months between the two completions. For a full description of the sample (Test-retest sample), refer to Appendix T in this handbook.

Table 14.2 Entrecode Model Test-Retest Reliability Over an 18 Month Period (N=100)

Ent. Potential Scales	Mean $_{t1}$	Mean $_{t2}$	SD $_{t1}$	SD $_{t2}$	SEm Sten	r
Getting in the Zone	22222.28	22511.12	3077.26	3279.57	.89	.80
Achievement Drive	6177.74	6110.86	1169.07	1180.75	.79	.84
Compelling Vision	4955.99	5097.03	952.97	921.46	1.10	.70
Energy	5537.28	5681.26	1019.18	1121.12	1.05	.72
Action Oriented	5551.28	5621.97	846.96	881.43	1.16	.66
Seeing Possibilities	17810.27	18061.06	2206.96	2375.64	.94	.78
Big Picture	6037.73	6179.31	928.90	1054.01	1.11	.69
Options Thinking	5861.57	5936.23	1117.66	1117.89	1.10	.70
Savvy	5910.98	5945.52	943.68	866.59	.97	.77
Creating Superior Opportunities	23820.25	23754.79	1634.31	1622.30	1.13	.68
Problem Seeking	5618.28	5509.61	808.62	771.52	.91	.79
Synthesis	5560.35	5565.49	910.95	961.30	1.02	.74
Problem Solving	5778.81	5855.04	943.45	954.76	1.16	.66
Customer Delivery	6862.82	6824.65	993.27	902.62	1.10	.70
Staying in the Zone	21794.16	22147.09	2419.70	2643.05	.85	.82
Focus	5428.27	5508.71	774.11	770.65	1.03	.73
Positive Mindset	6095.97	6376.89	987.31	1124.41	1.17	.66
Self-determining	5050.26	5017.40	893.81	866.91	.91	.80
Persistence	5219.67	5244.10	695.53	742.77	1.16	.66
Opening Up to the World	14971.28	14981.95	2377.49	2322.32	.92	.79
Expressing Passion	5120.89	5158.86	929.78	865.52	1.31	.57
Purposeful Networking	5073.87	4997.20	1116.69	1096.83	.86	.81
Creating Partnerships	4776.52	4825.89	1077.84	1038.90	.94	.78
Building Capability	17246.14	17404.70	1721.35	1777.35	.99	.76
Building Up the Team	5771.76	5865.14	934.47	1037.12	1.13	.68
Experiential Learning	5639.63	5673.53	635.35	688.56	1.15	.67
Staying On Track	5834.76	5866.04	878.80	837.53	.97	.77

Test-retest reliabilities ranged from .57 to .84 for the dimensions, with an average of .72. For the sections the reliabilities ranged from .68 to .82, with an average of .77. Some reliability estimates at the dimension level are slightly lower, and although data was collected at 18 month intervals, this suggests that some dimensions may represent constructs that are less stable over time and may be more subject to situational effects. For example, 'Expressing Passion' (r=.57) may be partly context dependent. Nevertheless, results, overall, indicate good stability over time, particularly at the section level.

14.6 Validity of the Entrepreneurial Potential Report Scales

Construct Validity

As the Entrecode model is designed to measure Entrepreneurial behaviors exclusively, finding evidence to support the constructs becomes difficult due to a lack of comparable assessments. Consequently, to better understand the construct validity of the Entrecode model, Entrepreneurial Potential dimension scores were correlated with 'Great Eight' competency scores computed from the OPQ scales. Table 14.3 displays the correlations between Entrepreneurial Potential scales and 'Great Eight' competencies derived from responses to the OPQ. Analysis was conducted using the Epsom sample (N=308), for further information on this sample refer to Appendix C in this handbook. Correlations above .40 are highlighted in green and those below -.40 are highlighted in orange.

Table 14.3 Entrepreneurial Potential Dimension scores correlated with Great Eight scores computed from OPQ scales (N=308)

Ent. Potential Dimensions	Analyzing & Interpreting	Creating & Conceptualizing	Interacting & Presenting	Leading & Deciding	Supporting & Cooperating	Adapting & Coping	Organizing & Executing	Enterprising & Performing
Achievement Drive	.01	.27	.08	**.40**	-.37	-.01	.00	**.57**
Compelling Vision	.04	**.47**	.20	**.50**	-.32	-.08	-.15	.29
Energy	-.04	**.40**	.20	**.47**	**-.41**	.16	-.15	**.44**
Action Oriented	-.09	.16	.06	**.44**	-.39	.06	.06	.28
Big Picture	.33	**.42**	-.14	.39	**-.40**	-.09	-.02	.22
Options Thinking	.28	**.71**	.01	.38	-.31	-.13	-.30	.24
Savvy	.12	.22	-.06	**.42**	**-.40**	-.01	.05	.14
Problem Seeking	-.25	.14	**.51**	.10	.33	.03	**-.43**	.09
Synthesis	**.58**	.36	-.15	.21	-.36	-.10	-.13	.13
Problem Solving	.22	**.42**	-.09	**.53**	**-.54**	.04	-.08	.27
Customer Delivery	.02	-.28	-.31	-.25	.04	-.17	**.60**	-.01
Focus	.02	.11	.05	**.55**	-.30	-.21	.23	.28
Positive Mindset	-.20	.19	.23	.27	-.21	.38	-.16	.27
Self-determining	.00	.25	.15	**.53**	**-.42**	.13	-.10	.34
Persistence	-.25	.07	.05	.27	-.17	.16	.23	.23
Expressing Passion	-.05	.39	.38	**.44**	-.12	.02	**-.40**	.05
Purposeful Networking	-.19	.06	**.55**	.13	.26	-.05	-.32	.17
Creating Partnerships	-.09	.24	.22	**.59**	-.29	-.04	-.17	.33
Building Up the Team	-.18	.13	.33	**.42**	.12	.00	-.04	.09
Experiential Learning	.18	.29	-.04	.24	-.32	.00	-.12	.31
Staying On Track	-.07	.08	-.12	.26	-.38	.06	.30	.38

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed).

Around half of the Entrepreneurial Potential dimensions correlated above .40 with the 'Great Eight' scale 'Leading & Deciding'. This suggests that possessing strong leadership skills and an inclination to take responsibility is central to entrepreneurial potential. The 'Great Eight' scale 'Creating & Conceptualizing' correlated with a number of the

Entrepreneurial Potential dimensions, providing evidence that the Entrecode model covers the entrepreneurial ability to innovate new products and concepts. The 'Great Eight' scale 'Enterprising & Performing' correlated with only a couple of entrepreneurial scales above .40, but correlated positively with many of the scales in the .20 to .40 range. This would indicate that, to some degree, the Entrepreneurial Potential scales are picking up the enterprising aspect of entrepreneurial potential. .

'Supporting & Cooperating' correlated negatively with various Entrepreneurial Potential dimensions, suggesting that being a good team member and being accommodating to others is likely not only to be unimportant in underpinning entrepreneurial potential, but also likely to actually indicate less potential in this area.

Concurrent Validity

Concurrent criterion-related validity for the Entrecode® model was demonstrated by correlating the Entrepreneurial Potential dimension scores with external ratings of performance of 36 behavioral competencies. Table 14.4 presents the a priori hypothesized correlations and the three highest other significant correlations, which were not a priori hypothesized. Again, analysis was conducted using the Epsom sample (N=308). For further information on this sample refer to Appendix C in this handbook. Validities have been adjusted for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability). Corrected correlations are presented in brackets after the uncorrected, raw correlations.

Table 14.4 Entrepreneurial Potential dimensions against work performance ratings (N=308)

Entrepreneurial Potential Dimension	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Achievement Drive	Seizing Opportunities	.22 (.43)	Providing Insights	.33
	Pursuing Goals	.24 (.49)	Taking Action	.29
			Exploring Possibilities	.28
Compelling Vision	Generating Ideas	.21 (.42)	Challenging Ideas	.21
	Impressing People	.18 (.36)	Taking Action	.20
			Articulating Information	.19
Energy	Pursuing Goals	.28 (.56)	Providing Insights	.26
	Taking Action	.27 (.55)	Directing People	.25
			Developing Expertise	.23
Action Oriented	Taking Action	.24 (.49)	Providing Insights	.25
	Making Decisions	.27 (.54)	Directing People	.25
			Generating Ideas	.18
Big Picture	Developing Strategies	.20 (.40)	Providing Insights	.21
	Embracing Change	.15 (.30)	Challenging Ideas	.18
			Making Decisions	.18

Table 14.4 Entrepreneurial Potential dimensions against work performance ratings (N=308) Continued from previous page

Entrepreneurial Potential Dimension	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Options Thinking	Exploring Possibilities	.16 (.32)	Challenging Ideas	.23
	Developing Strategies	.14 (.28)	Generating Ideas	.21
			Articulating Information	.14
Savvy	Adopting Practical Approaches	.21 (.42)	Making Decisions	.20
	Providing Insights	.18 (.36)	Directing People	.20
			Examining Information	.18
Problem Seeking	Challenging Ideas	.09 (.17)	Interacting with People	.17
	Inviting Feedback	-.02 (-.04)	Conveying Self Confidence	.15
			Understanding People	.13
Synthesis	Interpreting Data	.14 (.29)	Challenging Ideas	.13
	Exploring Possibilities	.09 (.17)	Developing Strategies	.09
			Upholding Standards	.05
Problem Solving	Examining Information	.17 (.30)	Seizing Opportunities	.24
	Providing Insights	.17 (.31)	Interpreting Data	.21
			Developing Strategies	.20
Customer Delivery	Upholding Standards	.18 (.31)	Managing Tasks	.20
	Meeting Timescales	.15 (.25)	Following Procedures	.18
			Checking Things	.14
Focus	Managing Tasks	.18 (.35)	Directing People	.30
	Showing Composure	.07 (.14)	Making Decisions	.26
			Taking Action	.24
Positive Mindset	Thinking Positively	.25 (.50)	Providing Insights	.25
	Embracing Change	.25 (.51)	Directing People	.25
			Developing Expertise	.22
Self-determining	Making Decisions	.16 (.27)	Developing Strategies	.29
	Conveying Self Confidence	.26 (.45)	Providing Insights	.27
			Taking Action	.25
Persistence	Pursuing Goals	.26 (.52)	Taking Action	.25
	Thinking Positively	.17 (.34)	Adopting Practical Approaches	.22
			Seizing Opportunities	.19
Expressing Passion	Articulating Information	.27 (.53)	Conveying Self Confidence	.21
	Impressing People	.17 (.34)	Generating Ideas	.21
			Challenging Ideas	.17

Table 14.4 Entrepreneurial Potential dimensions against work performance ratings (N=308) Continued from previous page

Entrepreneurial Potential Dimension	A priori hypothesized correlations	r uncorrected (r corrected)	Highest other correlations (not a priori)	r uncorrected
Purposeful Networking	Interacting with People	.26 (.47)	Articulating Information	.26
	Establishing Rapport	.21 (.37)	Conveying Self Confidence	.21
			Impressing People	.19
Creating Partnerships	Convincing People	.22 (.41)	Generating Ideas	.24
	Seizing Opportunities	.33 (.61)	Pursuing Goals	.20
			Taking Action	.18
Building Up the Team	Empowering Individuals	.19 (.38)	Interacting with People	.24
	Team Working	.15 (.29)	Directing People	.24
			Articulating Information	.19
Experiential Learning	Developing Expertise	.11 (.21)	Challenging Ideas	.17
	Embracing Change	.12 (.23)	Conveying Self Confidence	.12
			Examining Information	.11
Staying On Track	Producing Output	.30 (.59)	Taking Action	.24
	Managing Tasks	.26 (.51)	Directing People	.21
			Adopting Practical Approaches	.21

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed).

The validity of the Entrecode model is supported by the data, with most corrected validities at .30 or above. The strongest correlations with a priori hypothesized competencies were found for the dimension 'Energy' with the competency 'Pursuing Goals' at .56, the dimension 'Creating Partnerships' with the competency 'Seizing Opportunities' at .61, and the dimension 'Staying on Track' with the competency 'Producing Output' at .59.

14.7 Summary of Entrepreneurial Potential

This chapter has outlined the development of the Entrecode Model and how the Saville Consulting Entrepreneurial Potential Report has been created to fully utilize it in an assessment format. The suitable applications of the report have been discussed, and detailed descriptions of the scales provided to maximise its effective use. Evidence for the validity and reliability of the Entrecode model has been presented. Saville Consulting's Entrepreneurial Potential Report aims to explore the specific behavioral characteristics integral to achieving success in the business world.