

KOAN ENTREPRENEUR TALENT SUITE

USER REPORT

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The Organization *Function:*

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We offer this report as a starting point for a dialogue with the person concerned.

Top athletes systematically call on coaches in various fields. Together with their coaches, they train intensively to become even better at what they already excel at. This is given priority over eliminating weaknesses or reducing their impact. Entrepreneurs can also gain in their cooperation through this approach.

It is with great pleasure that we offer you the KOAN Entrepreneur Talent report. This report is based on the results of the KOAN-PI questionnaire, an accurate instrument to map the basic characteristics of a person's personality. The KOAN-PI questionnaire is based on extensive empirical research and has been translated into many languages. While the underlying empirical data and analyses are complex in nature, in this report we articulate the results in the clearest possible manner. This focus on clear language increases the value of the report as a basis for a fruitful dialogue on the development of the individual as an entrepreneur.

Dear reader

You will find in this report a description of the successive scales of the Koan-PI, from the perspective of Entrepreneurship. The texts are in function of the scores of the person who filled in the Koan-PI questionnaire.

We use the following subdivision

Low, Medium Low, Medium High, High

This does not imply a rating, one is not better or worse than the other. However, the level of the score does make a difference in how the person goes through life in relation to the uniqueness of the given scale.

For each scale we offer two text fragments:

Strength

/tYength: in this text fragment we describe which force this scale can imply. In doing so, we take into account the given subdivision. After all, the forces inherent in a low score differ from the forces inherent in a high score. The most important thing for us is to give a correct description of the forces for each.

Shadow side

/hadom side: each strength has its shadow side. These hinder the person in the positive development of the strength. This takes energy each time. Here again we take into account the subdivision. The shadow side gains strength from fatigue, negative stress and other triggering factors that are different for each person.

We avoid words like 'sometimes', 'possibly' as well as verbs like 'should', 'could' and similar terms with a high degree of 'flou artistique'. After all, there will always be some situation where something could possibly be done. This makes the texts clear in their wording, more explicit in terms of interpretation. We hope that this will lead to a better understanding, that it will benefit self-insight and that it will enrich a dialogue about the information provided.

As you read, please also keep in mind that this is an explanation that stands alone per scale. However, people are more complex than that. Paradoxes are inherent in people. Certain forces can clash, points of interest can reinforce each other or one force can actually soften the impact of another point of interest.

If you would like an integration of the whole of the scales, we refer you to the Entrepreneur Talent Report. Here we bring together all the information in a clear and integrated whole.

Enjoy the reading.

Lieven Cornelis

PS: With the Koan-PI we can paint a picture of who you are as an entrepreneur, your 'Being'. If you want to complement this with a concrete picture of how people see you acting, how you bring this 'being' into practice, your 'doing', we are happy to offer you the Entrepreneur 360° Feedback questionnaire. So you get an overall picture. We strongly recommend you to ensure the support of a coach.

The KOAN-PI is a personality questionnaire that is used in contexts of recruitment, career counseling, personal development, coaching and team development.

The KOAN-PI sketches a realistic image of one's personality and predicts future behaviour. It describes a wide range of personality aspects using various scales.

The results are subdivided into 19 scales in 5 classes.

	RESULT ORIENTATION
Pw	Power
Im	Impact
Pa	Proactivity
Rf	Resourcefulness
Am	Achievement-motivation

	SELF-MANAGEMENT
Sa	Self-assuredness
Ec	Emotional Control
Ri	Resilience

	METHODOLOGY
Re	Responsibility
St	Creating Structure
Fx	Flexibility
Ar	Accuracy

	SOCIAL ORIENTATION
Tm	Team-mindedness
Si	Social Interaction
Hf	Helpfulness

	OPENNESS
Om	Open-mindedness
Is	Inquisitiveness
Em	Empathy
Sd	Social Adaptability

RESULT ORIENTATION

Power (Pw)

High

Strength

XY is entrepreneurial by nature. She wants to get things, and especially people, moving and likes to lead people. For her business project, this translates into an urge to grow in size in terms of number of co-workers. She also shows an extremely strong urge to make decisions and to see things through. This decisive approach has a motivating impact on everyone she involves in her business project, although some may experience her as overwhelming.

Shadow side

XY wants to convince people, She wants to set people in motion, She wants to realize her projects, with people. In doing so, however, she has a hard time finding the right balance between urgency and haste. This can frighten people. The risk is therefore that during the execution of the entrepreneurial project she comes across as overwhelming and that she alienates people through her own impatience.

Impact (Im)

Average High

Strength

XY understands the added value of building a network. She also handles with ease situations where there are a lot of sensitivities at play between people. This gives her an advantage in dealing with clients and other interlocutors in organizations with a more socially complex decision-making process. During conversations she pays attention to what is important to her interlocutor. She then responds to this in a focused way to increase her chances of achieving her goal.

Shadow side

XY wants to win over her interlocutor. In her impatience to achieve the result she has in mind or in her urge to convince her audience, she tells people what they want to hear. However, this causes her to lose credibility if she goes too far in adapting her discourse to what she thinks her audience expects or likes to hear.

Proactivity (Pa)

Average High

Strength

XY works out a plan over a longer period of time. She likes a planned approach in which she determines measuring points by which she can follow up her progress. If a problem recurs with regularity, she looks for a permanent solution. She also prefers to anticipate possible questions from clients. She works according to the idea "good preparation is half the work."

Shadow side

XY wants to have a grip on the future. To this end, she elaborates out a thorough plan. Even if problems arise that require action, she gives priority to drowning up his planning. Planning first, action later. Consequently, she risks losing herself in her planning and paying too little attention to the urgent needs of the day, here and now. By doing so, she gives small bottlenecks the chance to grow into pressing problems.

Resourcefulness (Rf)

High

Strength

XY readily takes distance and looks at situations in their totality. In this way, she forms a picture of a problem that integrates the various elements that contribute to its success. She plays with these elements until she can propose a new approach to achieve her goals. As an entrepreneur, she is constantly looking for new ways and other angles to approach things. She is particularly attracted to innovative projects and unexpected ideas.

Shadow side

XY jumps from one idea to the next. In doing so, she is not bothered by questions of practical feasibility. She is not constrained by practical considerations. One idea leads to the next, one less realistic than the other. Absurdism is no stranger to her. For those around her it is not always obvious to follow her in her leaps of the imagination, some people just stop because she cannot convey her idea clearly, too muddled for them.

Achievement-motivation (Am)

High

Strength

XY is extremely ambitious in everything she undertakes. She shows an infectious enthusiasm for achieving the best possible result and then preferably even better. In doing so, she sets challenging goals for herself. She is very competitive, always wanting to be the best. In everything she considers important. She absolutely wants to prove herself, to show that what she undertakes matters. She strives to be appreciated for who she is by what she accomplishes.

Shadow side

XY does not like to manage co-workers with varying levels of commitment and motivation. She prefers to work with people who share her drive for performance and high quality standards. In addition, she is sensitive to the appreciation of her environment and seeks confirmation each time. This makes her vulnerable if things do not go as she had hoped, if the result is not up to scratch. Then she blames others, the lack of commitment of co-workers or simply the situation. Her commitment is not to blame, it is absolute.

SELF-MANAGEMENT

Self-assuredness (Sa)

Average High

Strength

XY is easy going in life. She is open to feedback and criticism without always questioning her own person. She rather invites people as a sounding board to whom she checks, adjusts or improves her ideas and points of view. This gives her more strength as an entrepreneur when she sets out the direction for her business project, defends it or takes important decisions.

Shadow side

XY is open-minded in life and on the whole quite satisfied with her own abilities and actions. The risk is that she does listen to criticism but quickly ignores it, that she does nothing with it. She also deals with both problems and risks in a rather relaxed way, based on the idea 'I can handle this'. Whereby she underestimates the scope of a seemingly small problem or takes little account of the possible impact of the risks she takes.

Emotional Control (Ec)

Average High

Strength

XY goes through life with equanimity and does not get easily disturbed. She calmly accepts criticism and remains calm in moments of stress or when under pressure. Also during more difficult periods she keeps her outer calm and radiates calmness. During negotiations where the importance of her business project is high she manages her emotions. In this way she keeps her focus on the intended result when the discussions become more intense and the atmosphere more charged.

Shadow side

XY reacts intensely to excessively emotionally, as much in her enthusiasm as in her disillusionment or anger. At such times she has a hard time with cool or distant reactions. These reinforce her in the experience of her emotions, which she expresses verbally or in non-verbal ways. Her body language speaks for itself, her facial expressions are deafeningly quiet.

Resilience (Ri)

Average High

Strength

XY is generally optimistic in life. In entrepreneurship she mainly sees opportunities, though in the awareness that effort and resources are not endless. If she is faced with problems or unforeseen obstacles, she tackles them with a strong belief that things will turn out all right in the end. After an intense period she always bounces back and is ready to tackle things with renewed energy and full courage.

Shadow side

XY lets hope and the conviction that things will turn out all right, prevail over a cautious suspicion. As a result, she dares to underestimate the impact of problems and only belatedly notices the risks that certain situations entail. The development of preventive emergency plans is therefore not for her. She relativizes expressions of concern from her surroundings, which can lead to anxiety and annoyance among co-workers, customers or other interlocutors.

METHODOLOGY

Responsibility (Re)

Average High

Strength

XY is responsible and conscientious. At the start of a project or task, small or large, She likes to work out a clear framework with accompanying expectations, agreements and rules. She establishes priorities and expects everyone to respect them and to live up to agreements made, starting with herself. She attaches great importance to an image in which quality is central and expects the same from her co-workers.

Shadow side

XY when faced with mistakes and problems, XY first looks for who is responsible for them and only then for the solution. She also reacts resentfully if someone fails to keep an appointment, in which case the person concerned should not count on much understanding. She is also not very keen on abrupt changes. If a situation suddenly changes or if she receives a new question or an unexpected problem arises, she will hold on to her priorities for as long as possible, against her better judgment.

Creating Structure (St)

Average High

Strength

XY works with a systematic and methodical approach. Everything she undertakes or takes on as a task, she gives a place in a logical structure. Only when she has everything in its proper place in the structure She works out, does she feel ready for action. Efficiency is important for her in what she does and even more so as an entrepreneur in the development of her project. For this she works out a thorough and practical structure.

Shadow side

XY organizes her tasks in a clear and orderly structure. With every change in the situation and every urgency she reworks her planning so that she works efficiently. Paradoxically, this increases the chance that her efficiency will decline. The risk is that she gets stuck in a pattern of planning and replanning. As a result, planning becomes an end in itself and no longer a means by which she efficiently organizes her actions.

Flexibility (Fx)

Average High

Strength

XY has a flexible mental agenda. Where she can, she responds quickly to the impulse of the moment. She likes to give customers an immediate answer to their questions, she tries to tackle problems immediately, she welcomes a request for help as a change. She reacts agile as the situation changes. Without hesitation she drops what she is doing if at that moment it seems more appropriate to do something else. Or if something more urgent demands her attention.

Shadow side

XY does not like things like control and follow-up. To this end, She lacks the necessary self-discipline. She is also easily distracted. As a result, the administrative side of doing business costs her a lot of energy again and again. Because of her great agility she also risks losing effectiveness or not completing things she starts. This in turn leads her co-workers or her wider social environment to question her reliability.

Accuracy (Ar)

High

Strength

XY is meticulous by nature. Accuracy costs her little effort, it is a matter of course for her. She has a spontaneous eye for detail and finishes everything down to the last detail. Whatever she works out, she is always precise and demanding of herself when it comes to details, finishing and the pursuit of constant refinement. Perfectionist by nature, she finishes everything with equal precision, right down to the last detail.

Shadow side

XY goes to extreme lengths in her attention to detail. In her perfectionism she risks losing herself in her finishing, which takes its toll on time. 'Not seeing the forest for the trees' is the standard saying here. As an entrepreneur, it can be very useful to finish a lot of things down to the last detail, but it is important that she also keeps an eye on the right balance between time and effort on the one hand and yield on the other.

SOCIAL ORIENTATION

Team-mindedness (Tm)

Average High

Strength

XY attaches importance to building a sense of mutual commitment among her various interlocutors, her customers and her co-workers. Achieving things together motivates him, An atmosphere of mutual trust and the feeling of belonging are important components for him that he pays attention to and that he cares about, no matter which form of cooperation he takes.

Shadow side

XY wants to belong. She is sensitive to being liked by people. This leads to a form of affective vulnerability to abuse from people who target this. She therefore has a hard time maintaining a proper distance from the team. Clients or other stakeholders can capitalize on this if they want to take her time or resources from her organization for no or little compensation.

Social Interaction (Si)

Average Low

Strength

XY listen before she talks. Silence in a conversation does not bother her, silence helps her when she wants to organize her thoughts, when she is preparing her next question or answer. If a task demands her full attention, she shuts herself off from her social surroundings and works intensely on it, if possible without anyone interrupting her. Even when she is busy with matters that really interest her, this gets priority over social interaction. Time that benefits the depth of her passion.

Shadow side

XY does not spontaneously share what she is doing in her thinking. This does not always make it easy for co-workers when they want to know where the organization is going. Or just how She sees the solution to a particular problem. She also finds little pleasure in networking and certainly not in maintaining her social network. After all, superficial contacts do not interest her and she prefers to avoid them. This plays tricks on her in situations where they are central.

Helpfulness (Hf)

Average Low

Strength

XY is open to requests for help from her social environment or for support from co-workers and other interlocutors. At the same time she weighs up for herself the extent to which she can go along with this so that she does not endanger her own goals. Even if it is difficult for her not to go along with it, she always weighs up the impact on her own time, her work, her goals and her business project. She then decides in function of that.

Shadow side

XY says 'no' to requests for help if it does not suit her. By doing so she risks at times disappointing people in her immediate surroundings. Even if she has good reasons for not helping, the fact that she does not respond to a request for help or support does not benefit the person asking or may make it very difficult for him or her. Her attitude therefore puts pressure on the relationship with her environment in such situations.

OPENNESS

Open-mindedness (Om)

Average High

Strength

XY listens with interest to people's stories. She opens up again and again, just as much when she learns new things, when she meets new people or when she enters into dialogue about new insights. She starts from the expectation that she will find something valuable in everything she encounters. Even if she takes a course on a subject which she knows thoroughly, she is curious about what she can learn from it, even if it is only one new insight.

Shadow side

XY she is open when she learns things or listens to people. She is therefore disappointed when it later turns out that, because of her own limited critical sense, she has overlooked erroneous assumptions, missed thinking errors or taken incorrect information for granted. She trusts that She can believe certain people's stories, that She can rely on trusted sources of information or beacons of knowledge. With the chance of disillusionment afterwards.

Inquisitiveness (Is)

Average High

Strength

XY is curious in life. She likes to learn new things, even if they are not of immediate concrete use. She has a fairly broad interest. At the same time she accepts that there are quite a few subjects about which she knows little. However, she does steadily broaden her areas of knowledge. After all, she is easily seduced by a new learning experience. This makes her an interesting interlocutor. She can talk about a lot of things and learns eagerly when someone shares her knowledge.

Shadow side

XY gets easily distracted when new information presents itself, even if it does not really add any value and costs her more time than she would like. She experiences a certain anxiety about missing something. Also she has a curiosity that is hard to contain. In a world full of intrinsic stimuli it is quite a challenge for XY someone to keep a grip on her spontaneous use of time. Opportunity for distraction trumps.

Empathy (Em)

High

Strength

XY feels involved with the people around him. She is attentive to the sensitivities of her discussion partner and shows genuine interest in what is on people's minds, their hopes, their concerns, their questions, their problems and their proposals. As an entrepreneur she wants to be of added value for people. She builds up a personal relationship with the customer. She supports co-workers in their professional growth

Shadow side

XY keeps little distance on a personal level. She wants to add value to others. She also anticipates the impact she will have on others. This sensitivity plays tricks on her when she has to make a difficult decision with impact on co-workers or just on people. This also makes it difficult for her in sales. After all, she does not want to foist off anything to anyone, even if the sale is important to her business.

Social Adaptability (Sd)

Average High

Strength

XY reacts tactfully, even in more charged social situations. She easily adapts to the most diverse environments in terms of language, dress and other customs specific to the group in which she is present. If she receives critical questions or remarks, she responds diplomatically in her use of language. In this way she avoids escalating the situation and gives her interlocutor the feeling that she is meeting them halfway.

Shadow side

XY puts tact ahead of direct communication, even in situations in which clear language leads to better results. She prefers to respond diplomatically, which increases the risk that her message loses impact. In terms of manners she constantly adapts to the given social environment. As a result one does not always know what one can really expect from her, what she really stands for.