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KOAN PI ENTREPRENEURS TEAM TALENT REPORT

Generated for: [REDACTED]

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report: 21.12.2022 *Text:* Lieven

Cornelis

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 their weak points or reducing their impact. Entrepreneurs can also gain in their cooperation through this approach.

INTRODUCTION

To the reader of this report

Herewith you have a report that provides a picture of the interpersonal relationships in terms of personality of the six individuals on the board whose results on the Koan-PI we are comparing in the context of Entrepreneurship.

Below is a list of the 12 competencies of the entrepreneurial competency model we use in this report

CREATING	<i>Shaping the day after tomorrow</i> <i>Effectuation driven</i> <i>Adaptability</i>
LEADING	<i>Inspiring Leadership</i> <i>Courage and Integrity</i> <i>Self-Awareness</i>
STEERING	<i>Direction Setting</i> <i>Maximizing Impact</i> <i>Networking</i>
BUILDING	<i>Drive to improve and succeed</i> <i>Shaping the Organisation</i> <i>Setting the stage for a Learning Organisation</i>

First you get an overview of the different scores on the above competencies in a single graph.

Find present the same information using a Box & Whisker Plot. The smaller the box, the stronger this aspect plays in the group. The longer the box, the more distance there is in the group on this aspect.

Below that, we fill in a classic "SWOT" in telegram style, based on a comparison of the profiles.

Finally, we offer you a synthesis of what we see as the most important suggestions for shaping the collaboration and making it a success.

In the second part you get an overview of the Professional Drives of each person and the group.

Obviously, it is ultimately up to the group to develop in their collaboration as entrepreneurs. We provide information and insights, then it is up to them to work with it.

This also applies to the coaches, mentors or any other stakeholders who may face this report. We hope this report will be useful to them and add value to their collaboration.

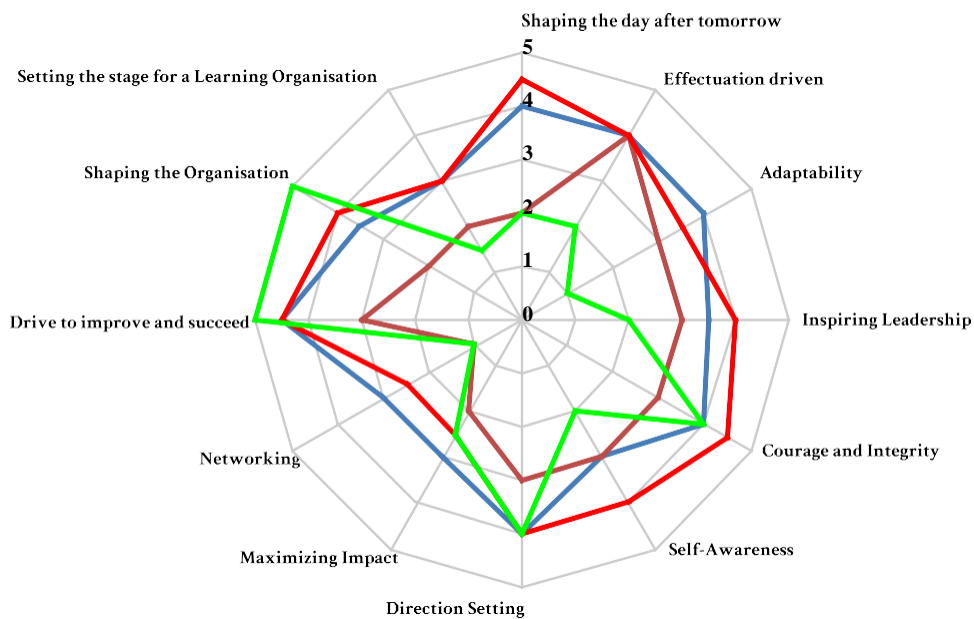
We wish all the individuals involved much success in their entrepreneurship

ENTREPRENEUR DOMAINS

Hereunder you find a graphical overview of the scores per competency. It indicates that the Entrepreneur will show this behavior in a spontaneous way. It is not a measure of the actual behavioral repertoire; it is a strong indicator on how much easiness and pleasure one may find in the display of this behavior.

High score indicate strength to capitalize up and indicate that this person is talented in this competency and, if not yet acquired, the competency can be developed easily.

Low score indicate a blind spot or a weakness to be complemented by other professionals or to work at as an area for development. Developing this competency will take a lot of effort and the Entrepreneur will most likely never excel in this competency.



— Alina — Oana, — Elena ,

— Alina

Observations:

The diversity of the results corresponds to the diversity in personality of the different team members, with some results being quite divergent but others converging strongly.

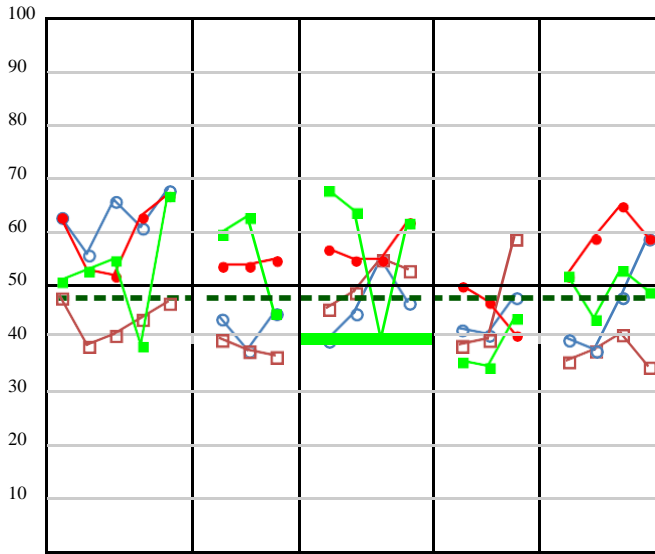
Three elements emerge quite more strongly than the others.

1. Drive to improve and get results.
2. Courage and integrity.
3. Shaping the organization.

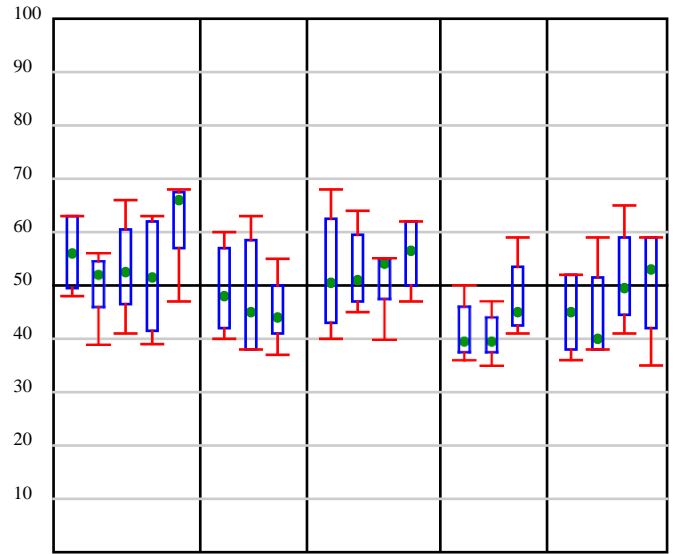
These common strengths point to a high level of commitment and integrity which can only benefit customers. As an team, it is a strong inclination towards building at Customer Delights. whereas the customers looks.

TEAM TALENT: COMPARISON OF TEAM PROFILES

Graphical presentation Profiles



Box and whisker



	Pw	Im	Pa	Rf	Am	Sa	Ec	Ri	Re	St	Fx	Ar	Tm	Si	Hf	Om	Is	Em	Sd
Average	56	50	53	51	62	49	48	45	52	53	51	56	41	40	48	45	44	51	50
Alina	63	56	66	61	68	44	38	45	40	45	55	47	42	41	48	40	38	48	59
Oana	48	39	41	44	47	40	38	37	46	49	55	53	39	40	59	36	38	41	35
Elena	63	53	52	63	67	54	54	55	57	55	55	62	50	47	41	52	59	65	59
Alina	51	53	55	39	67	60	63	45	68	64	40	62	36	35	44	52	44	53	49

Median	Pw	Im	Pa	Rf	Am	Sa	Ec	Ri	Re	St	Fx	Ar	Tm	Si	Hf	Om	Is	Em	Sd
	57.0	53.0	53.5	52.5	67.0	49.0	46.0	45.0	51.5	52.0	55.0	57.5	40.5	40.5	46.0	46.0	41.0	50.5	54.0

- The highest score and the lowest score
- Quartile
- Median Scores

Strengths

- Urge to grow, to accomplish things, to get the best possible results.

Challenges :

- Molding individuals into a cohesive team as the organization grows in number of co-workers.

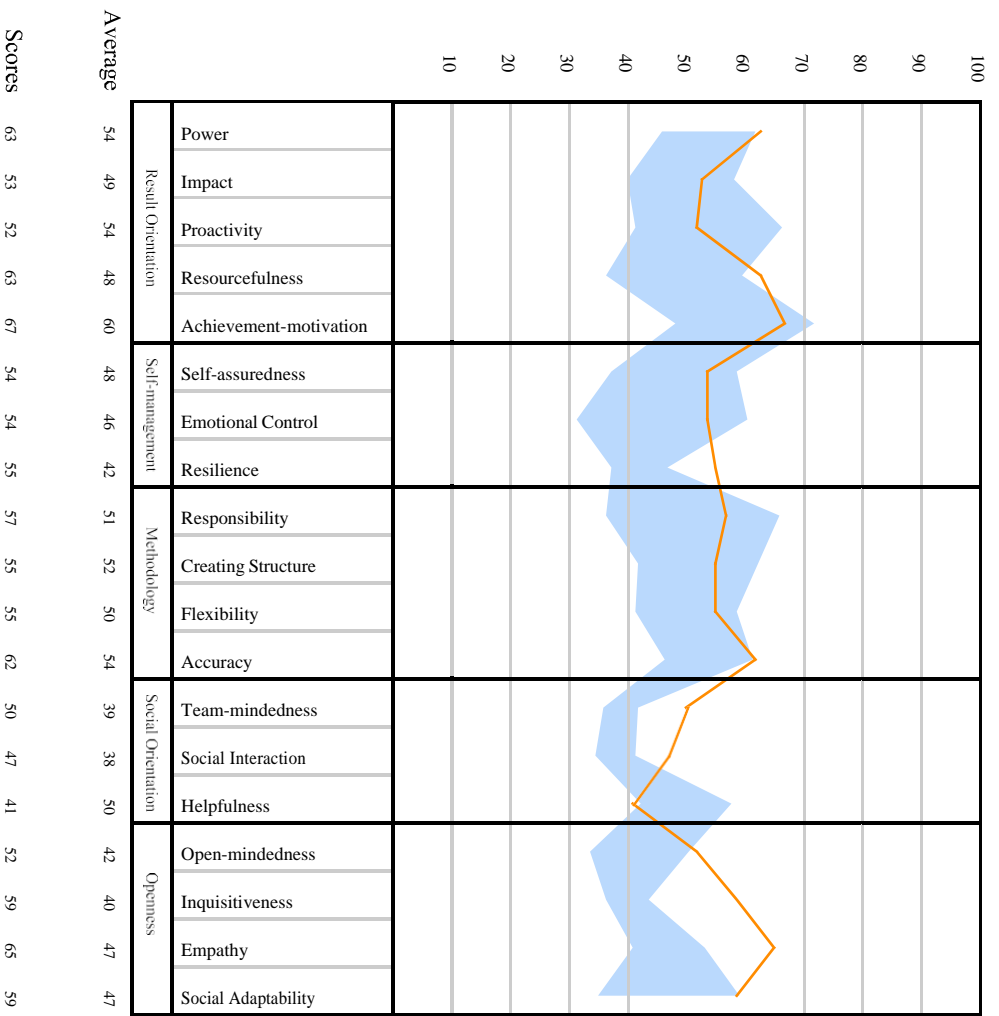
Areas of interest

- Guarding the performance drive of new hires while providing appropriate monetary and other incentives within the financial boundaries of the organization.

Blind spot :

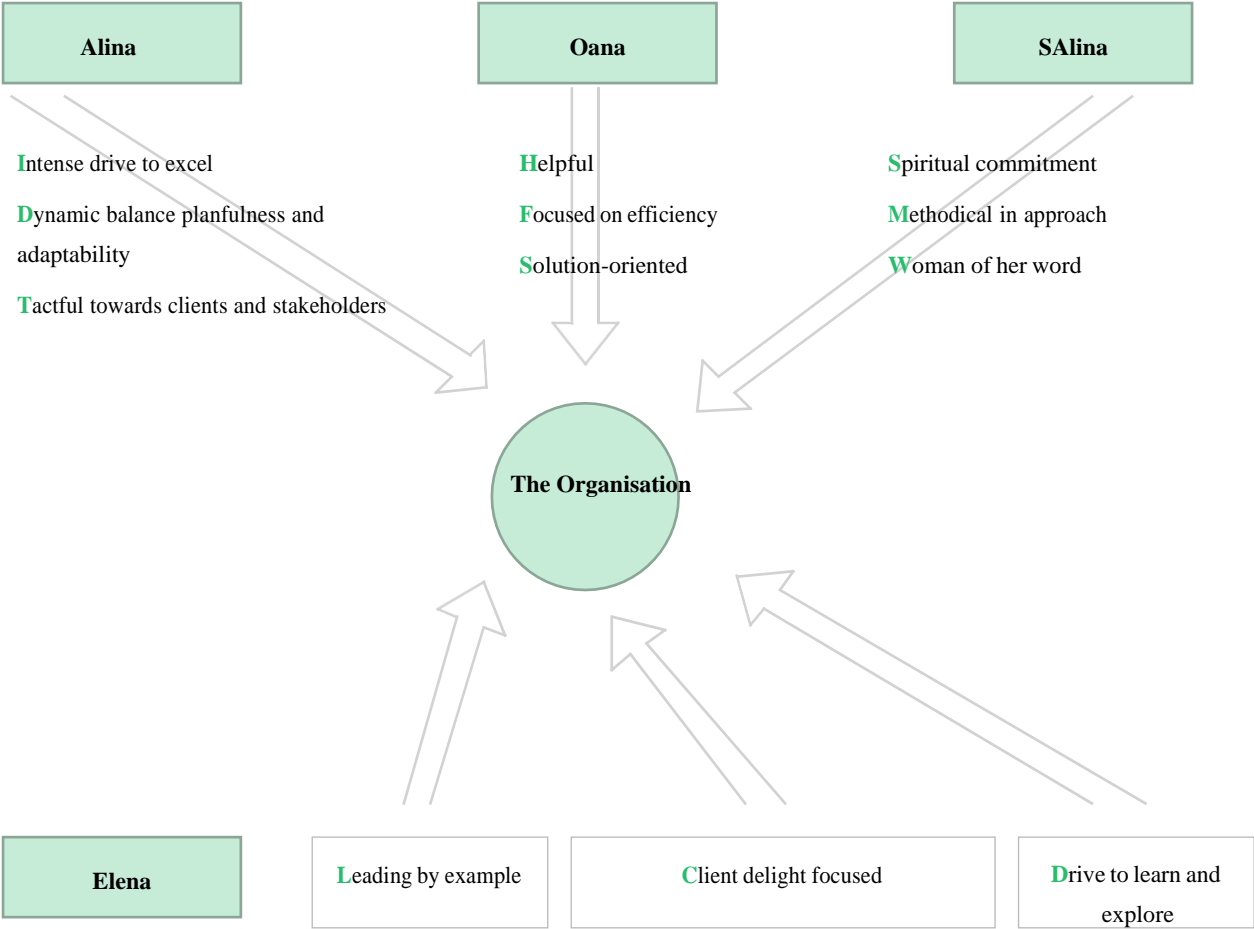
- Providing a continuity in the communication both internally and externally. After all, the appetite to take on this role is overall underwhelming in the The Organisation MT.

Blueprint

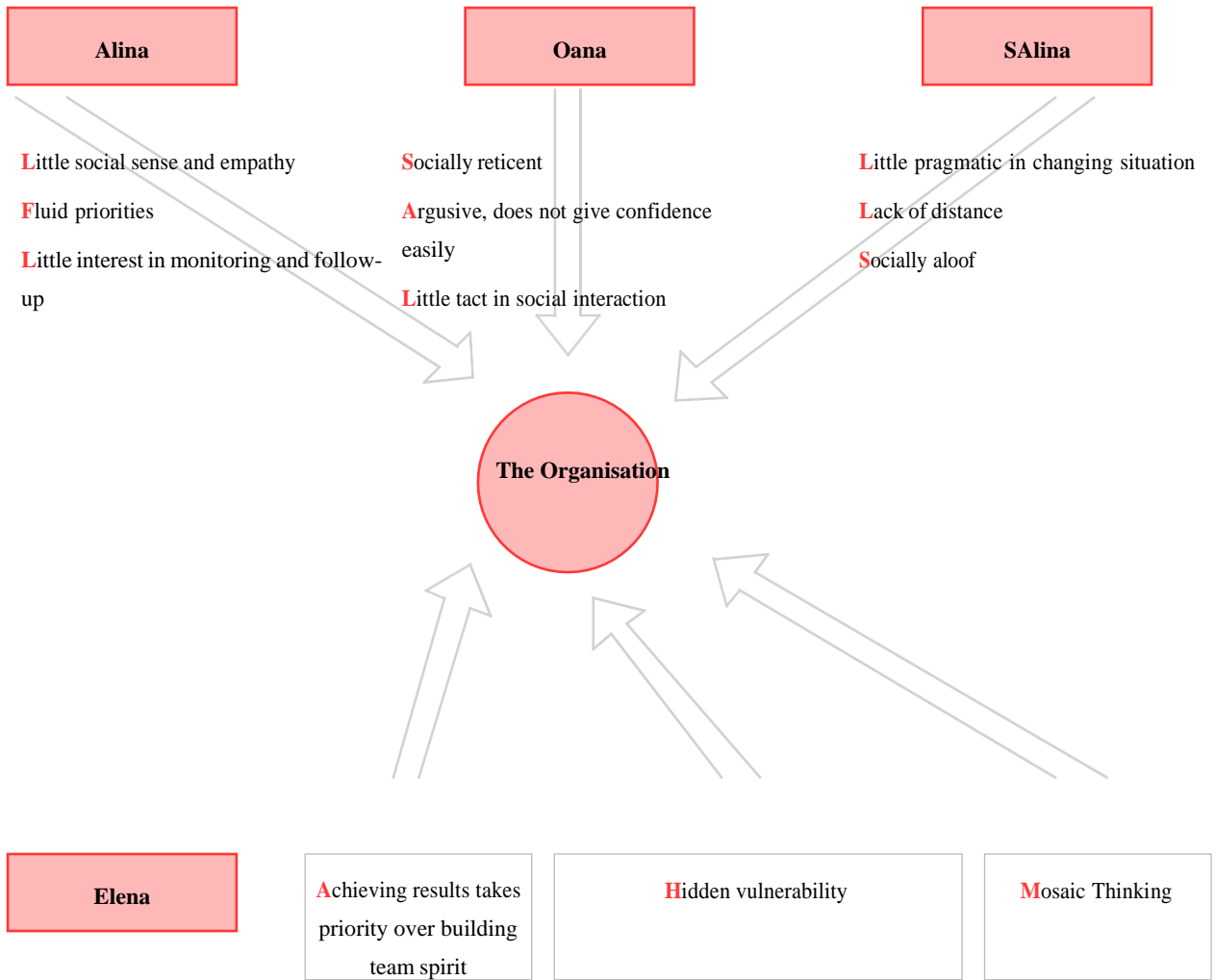


Group range

MBO TEAM Strengths



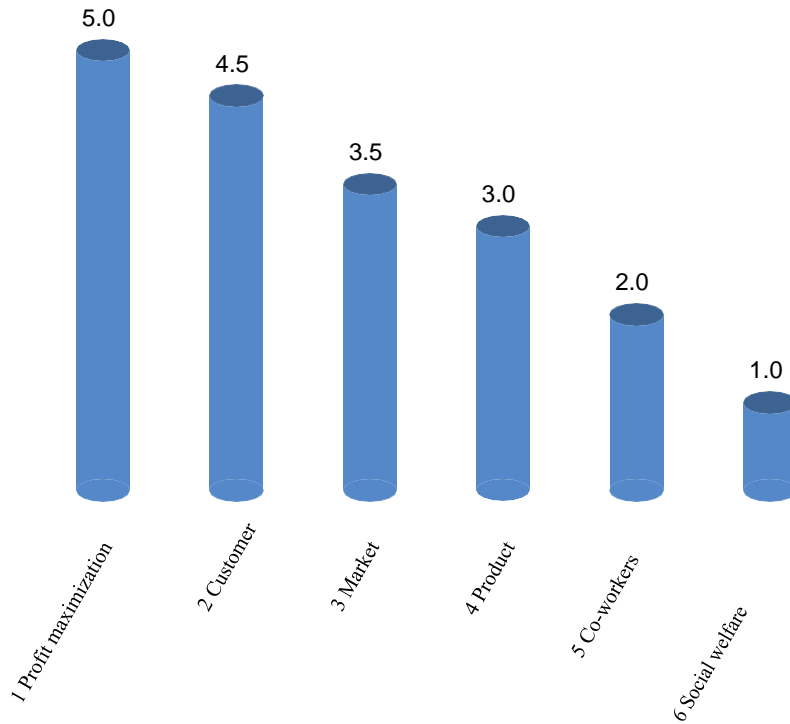
MBO TEAM Areas of interest



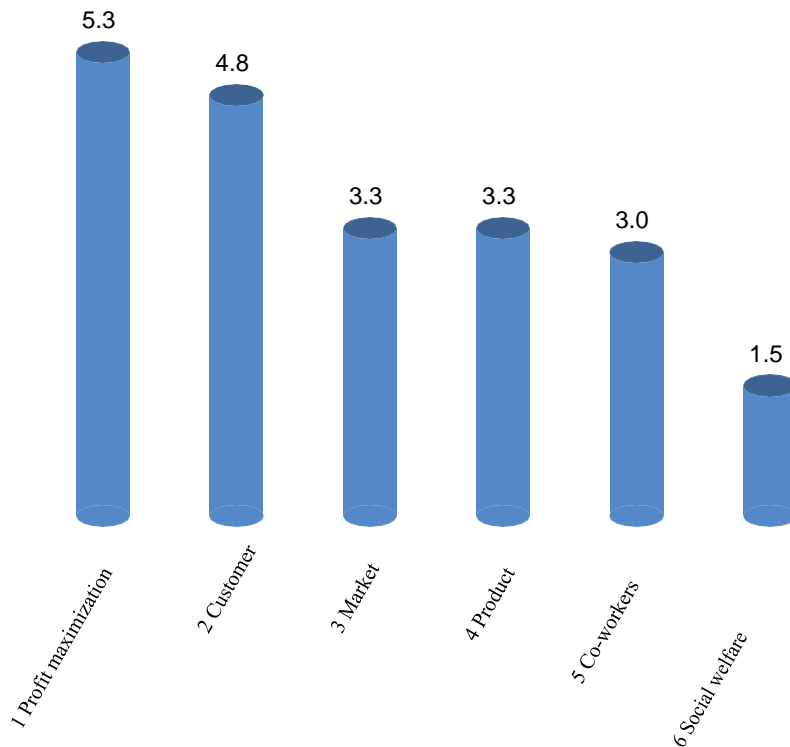
Observation on the Professional Drives

Within the team, individual Professional Drives are very different up to opposite in importance. It can be an interesting exercise to determine together what order with MBO team chooses for the organization. There can also be a dialogue for each Drive on how one wants to fulfill it and what the impact of this is on the ins and outs of the organization the co-workers and customers.

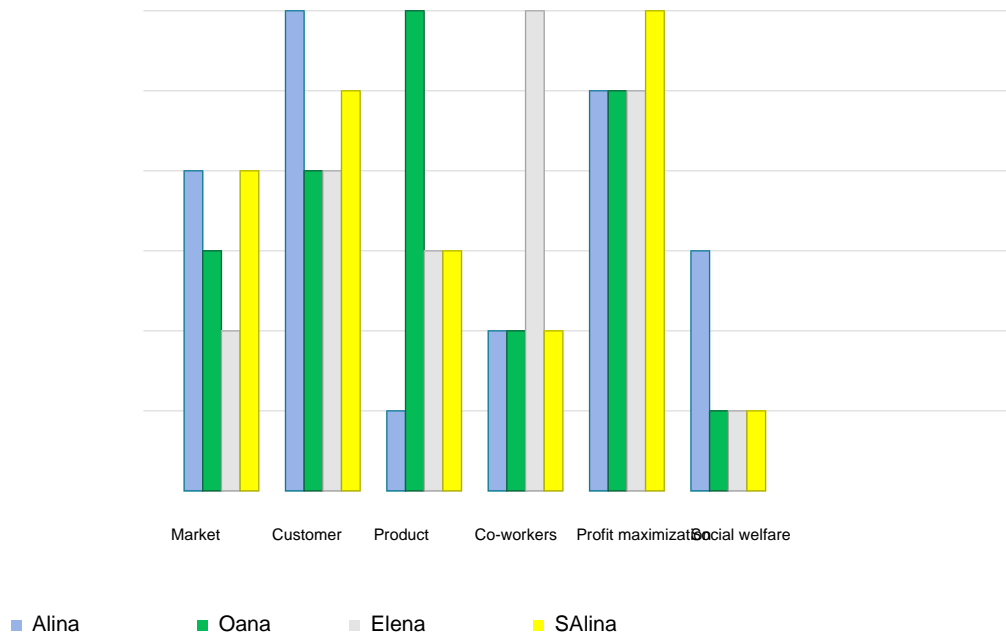
Ranking Median Professional Drives



Ranking Average Professional Drives



Ranking Professional Drives



Individual Fulfillment of Professional Drives

	Profit maximization	Customer	Market	Product	Co-workers	Social welfare
Alina	To stand out through the results	To build trust	To be consistent	Result	Equality	To make yourself noticed
Oana	By good marketing strategy to increase vizibility	Flexibility to adapt to client's request	Expending the range of services	Big request from clients for the services	Investment in the development of people	Sponsorships
Elena	Build awareness on personal impact and effectiveness	Understand needs and manage expectations, act as a trusted adviser	Strategic view on a global market eco'system	Delivering added value by understanding market dynamics and seizing opportunities	Nurture a growth mindset	Creating an environment for trusted and open communication with HR community
SALina	Working with metrics, KPI's related to financial return, transparent targets for the teams.	Proposing solutions based in understanding of the customer	Target of expanding through new clients from diverse industries and sectors.	Continuous investment of time and money into the service.	Investing in development and strong employee benefits.	Social pro bono projects

SYNTHESIS - SUGGESTIONS

To conclude this reports, we reach out for a few more suggestions on how to maximize teamwork.

The The Organisation management team has an almost boundless desire to succeed whatever they undertake - reference to the performance motivation scale. This drive is common to the 3 of the 4 **The Organisation** MT members and thus becomes the norm for the organization. This implies that the same team has high expectations from both the actual team of co-workers and new co-workers. At the same time, the need for communication from the same The Organisation MT is quite limited. Consequently, there is little dialogue about the added value of this to the people in the organization nor the potentially perilous impact. Both coaching and structural repetitive metrics based on a survey can help.

Seen the The Organisation MT's unrestraint urge of the to get the best possible results, it is of high importance to search for the same urge in the new hires.

There seems to be quite some tensions in the organization and political games are plaid while there is no such pleasure found in the Koan patterns. This implies a need to foster an open dialogue on all the tensions, expectations and whatever that matters to people in the organization and that hinders building at a true collegial team spirit with focus on customers delight, organizational growth and staff welfare.

Common strengths that stand out in the spider web chart of the Entrepreneurial Competency Model indicate a high level of commitment and integrity, demonstrating a strong drive to build Customer Delights. While customers value the The Organisation organization as a provider with a high level of what is called "Trusted Advisor." It is worth having an internal discussion about these two concepts - or ambitions - to see where The Organisation has or has not achieved this, what the new two-year ambition in this area might be or rather what the The Organisation MT wants it to be. A challenge would be to engage customers in an open dialogue about how they experience it and what their hopes and expectations are regarding those two ambitions, related to The Organisation as an organization. And then to reshape the ambitions, derived goals and metrics to track all this and communicate progress internally and with the customers involved.

THE ENTREPRENEURS TALENT COMPETENCY MODEL

CREATING

Shaping the day after tomorrow

Starting focused discussions to question the fundamental validity of current strategy, objectives and processes. Questioning everything again and again to arrive at challenging redefinitions of the market and one's own projects, products and services.

Effectuation driven

Starting with available resources, determining affordable loss, taking advantage of contingencies, forming partnerships, exploiting the unexpected, looking at the present as the past of the future.

Adaptability

Demonstrating adaptability when faced with unexpected challenges, remaining calm and confident under pressure. Adapting thinking and actions to deal with unforeseen circumstances. Advocate the view that adaptability is not just a nicety; it is essential to survival.

LEADING

Inspiring Leadership

Inspire the realization of the Entrepreneurial Vision, to achieve the best possible results for the Company and to exceed customer expectations.

Courage and Integrity

Sharing information transparently, clarifying why certain information cannot be shared - yet. Having the courage to admit mistakes and to discuss problems and dilemmas, the courage to do what you consider morally right, despite the presence of danger. With regular evaluation and daring to reflect with each other as an organization.

Self-Awareness

Facing challenges with confidence in accordance with one's own beliefs and values, Being open to feedback and criticism as a basis for self-reflection, Being aware of one's own strengths and areas of concern.

STEERING

Direction Setting

Establishing a clear strategy. Setting the course for the organization in close cooperation with its co-workers and all stakeholders. Setting goals, steering and making decisions to translate the strategy into concrete results.

Maximizing Impact

Influencing people and situations to gain maximum benefit for the organization.

Networking

Welcoming interested parties as stakeholders, systematically building the expansion of the social network, building good relationships with all stakeholders and other potentially important people.

BUILDING

Drive to improve and succeed

Wanting to do better all the time, doing new things and taking risks while ensuring that previous performance is not compromised. Wanting to seize opportunities and turn them into successes

Shaping the Organisation

Organize the business so that goals can be achieved in the most effective and efficient manner

Setting the stage for a Learning Organisation

Creating a culture of openness and sharing ideas and concerns, fostering a sense of psychological safety to speak freely Rewarding all people for their ideas and contributions

THE PROFESSIONAL DRIVES

Growing and optimizing individual and organizational Financial return

Organizations that strive for profit optimization focus on market segments in which it is not only logical that the services or products delivered are more than pricey, but where this is seen as a distinct advantage by the buyer. This can be either to capitalize on a social status or to purchase an advice or product that, after purchase, can lead to decisive competitive advantages for the organization itself. Whether it is advice, a service or a product, organizations that go for profit optimization offer things that are distinctive or of quality or have a unique place in the market.

Building personal relationships with each Client

Organizations where the Customer comes first on the hierarchy of priorities see in each client and prospect a person as an individual, as a person of flesh and blood, each with his own story, his own past and future. They want to build a real and close relationship with each customer. For this they try to meet the individual expectations of each client as much as possible. They do not see a customer as merely someone who contributes to turnover and results but as a person. Although every economic autonomous organization has to make a turnover for survival, the turnover they make with the customer is not the goal in itself the result of the personal relationship they build with the customer and the ability to respond to his individual needs and expectations

Contributing to Society and Human Welfare

Organizations that have societal well-being first and foremost within their hierarchy of values □ □ are active in very different fields, ranging from the public health care sector through NGOs to public calls and public employment services. These organizations are founded for a multitude of reasons. Sometimes it is people who want to share their wealth and choose a very noble goal for this with good intentions. Sometimes it is also from a person or group of people who try to offer a direct answer to concrete needs in their immediate situations, or abuses in a further environment that are so poignant that they feel called to action. Of course, there is also the government that, based on political and social choices, organizes organizations to shape society in the direction that decision-makers and parties place in the power as best or necessary social choices.

Fostering and nurturing an (internal) People centered culture

Organizations where Internal Co-workers have the highest place in the hierarchy of priorities spend a lot of time, money and energy on the internal feeling of well-being. They can be very demanding in terms of effort and result, but at the same time pay close attention to each individual employee in order to make the most of each person's growth potential and to use it, while ensuring that this potential is not burned by overload.

Building at the Best Possible Product

If the priority of the hexagon is with Product/Service/Business Concept, then the whole of products that one has developed, is developing or intends to develop is at the central place. A lot of organizations start from this priority based on this, albeit from a passion for technology and everything that is possible with it, be it from a kind of urge for perfection or even just annoyances because of the shortcomings of a product that they themselves value highly attaches or wants to attach Improving the world through the beauty of the product. Or people in need of medical support to provide more opportunities and a better quality of life

Achieving Impact on the larger Market

The whole of users and potential customers within a specific segment is central to this approach, not the customer as a person and individual in itself. Although one often tries to appeal to the individual customer, the starting point is the collective of the market the whole of current and potential customers. What people think within the market in the broad sense of the organization's word, the perception, appreciation and experience of the organization is central. Organizations that focus on market orientation want to appeal to potential users on issues that are important to them, as well as a well-defined number of values □ □ as very concrete needs or expectations. There they try to be as consistent as possible. The better one targets the target market segment, the more closely one can respond to what is important to them.