



## **KOAN PI ENTREPRENEURS REPORT**

### **ENTREPRENEURS DUO REPORT**

*Generated for::* E M, V D

*Organisation:* XYZ

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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.

Elaborated by Lieven Cornelis

# INTRODUCTION

To the Reader of this report

Herewith you have before you a report that gives a picture of the interrelationships of the two persons, E M and V D whose results on the Koan-PI we are comparing in the context of Entrepreneurship.

In a first section, we give an overview of the main strengths and areas of concern of each person in isolation.

Then we provide a graphical representation of the E M and V D's scores on the 12 competencies of the entrepreneurial competency model that we use in this report.

## **CREATING**

*Shaping the day after tomorrow*

*Effectuation driven*

*Adaptability*

## **LEADING**

*Inspiring Leadership*

*Courage and Integrity*

*Self-Awareness*

## **STEERING**

*Direction Setting*

*Maximizing Impact*

*Networking*

## **BUILDING**

*Drive to improve and succeed*

*Shaping the Organisation*

*Setting the stage for a Learning Organisation*

# INTRODUCTION

Next, you get a comparison of the profiles, where we first compare the two profiles themselves in one image. Then we present the same information using a Box & Whisker Plot. The smaller the box is in this last view, the stronger this aspect is as common in both personalities. The longer the box, the more distance there is between the two persons on this aspect.

Below that we fill in a classic 'SWOT' in telegram style, based on a comparison of the profiles of E M and V D.

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

It goes without saying that it is ultimately up to E M and V D to flourish in their collaboration as entrepreneurs. We offer information and insights, then it's up to them to work with it.

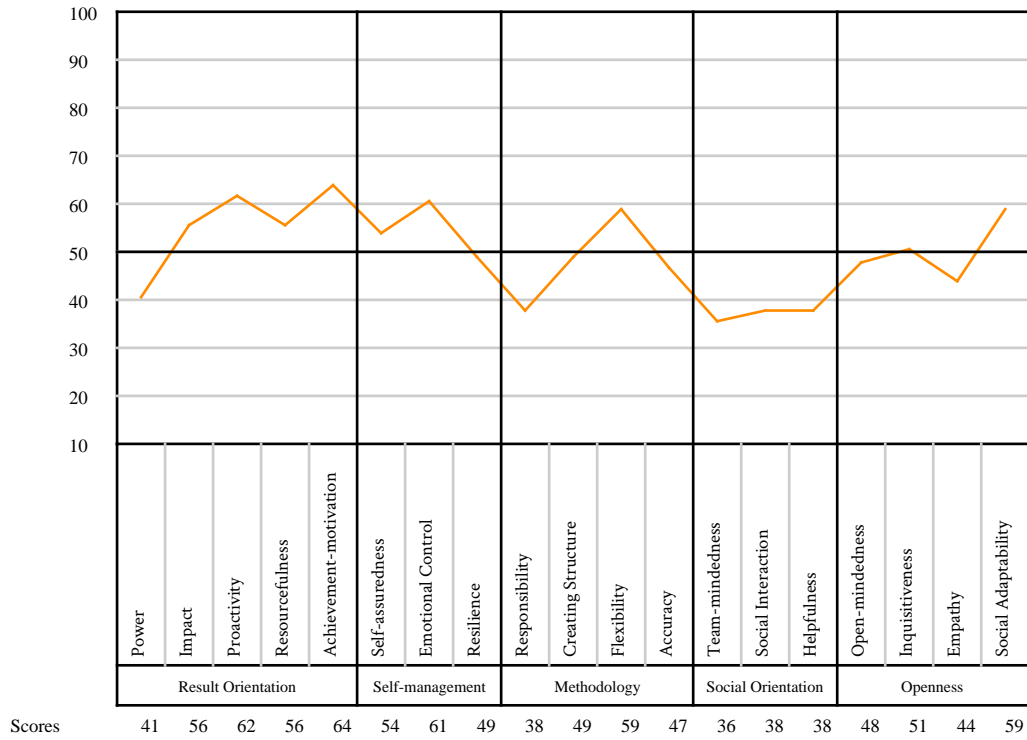
This also applies to the coaches, mentors or possibly other stakeholders who will see this report. We hope that this report will be of use to them and that it will add value to their cooperation.

In any case, we wish E M and E M much success in their entrepreneurship.

# Synthese individuele krachten en aandachtspunten

E M

## Profile



### Krachten :

- Strive for continuous product improvement
- Passionate drive
- Constructive opportunism
- Diplomatic stance

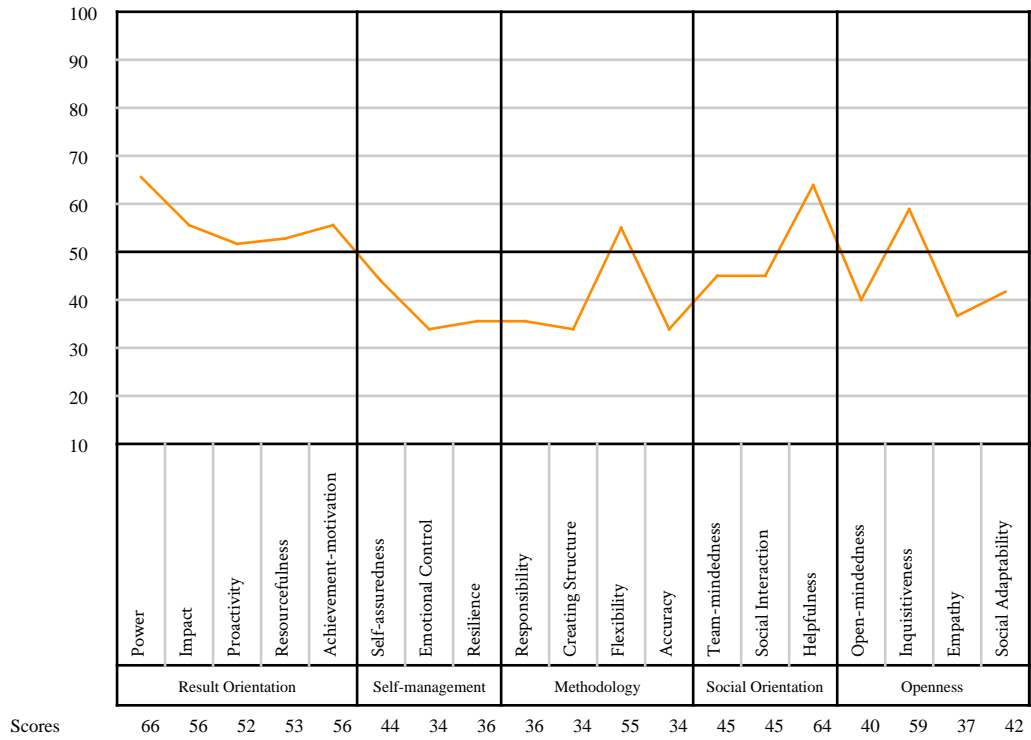
### Aandachtspunten :

- Difficulty dealing with conflicts
- Need to feel respected in his role
- Lack of joy in building Operational systems

# Synthese individuele krachten en aandachtspunten

V D

## Profile



### Krachten :

- Creating customer delight
- Perpetual reflection on inner and outer world
- Absorbing new ideas
- Transferring risk into opportunities

### Aandachtspunten :

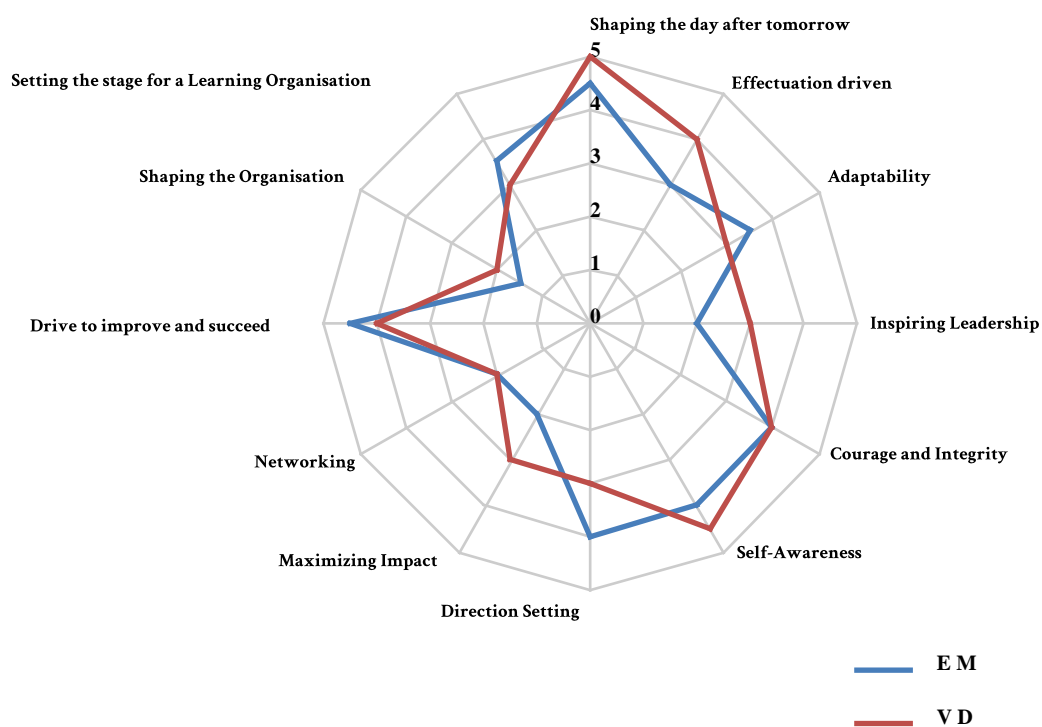
- Lack of joy in building Operational systems

## 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.

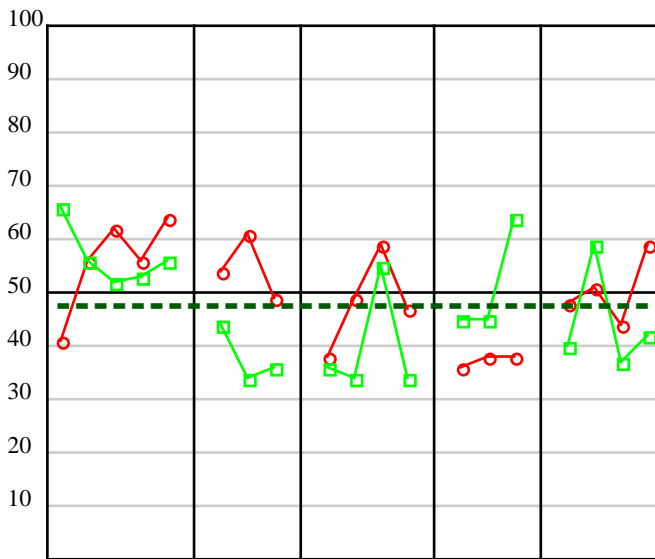


# THE FOUNDERS DUO: COMPARISON OF BOTH PROFILES

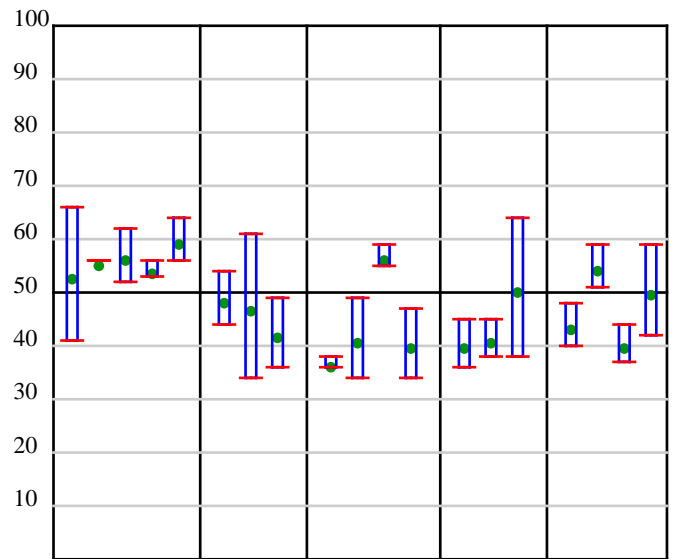
E M

V D

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	53	56	57	54	60	49	47	42	37	41	57	40	40	41	51	44	55	40	50

	Pw	Im	Pa	Rf	Am	Sa	Ec	Ri	Re	St	Fx	Ar	Tm	Si	Hf	Om	Is	Em	Sd
Median	53.5	56.0	57.0	54.5	60.0	49.0	47.5	42.5	37.0	41.5	57.0	40.5	40.5	41.5	51.0	44.0	55.0	40.5	50.5

**E M**

	Pw	Im	Pa	Rf	Am	Sa	Ec	Ri	Re	St	Fx	Ar	Tm	Si	Hf	Om	Is	Em	Sd
Scores	41	56	62	56	64	54	61	49	38	49	59	47	36	38	38	48	51	44	59

**V D**

	Pw	Im	Pa	Rf	Am	Sa	Ec	Ri	Re	St	Fx	Ar	Tm	Si	Hf	Om	Is	Em	Sd
Scores	66	56	52	53	56	44	34	36	36	34	55	34	45	45	64	40	59	37	42

— The highest score and the lowest score

□ Quartile

● Median Scores

**Core strengths :**

- CREATING:
- Innovative thinking
- Infectious passionate drive
- High level of integrity, walk their talk
- Pro-active contingency awareness
- Constructive Disruptive Thinking

**Frailty :**

- BUILDING :
- Establishing organizational structured
- Maintenance & follow up
- Maintaining and expanding the external network
- Nurturing and growing social credit of Shareholders & Stakeholders

**Key Challenges :**

- LEADING :
- Integrating customer from a human being perspective into R&D
- Complementing the Duo by hiring key staff with Operational Excellence experience

**Blind spot :**

- STEERING :
- Establishing the organizational structure
- Lack of attention for the shaping a molding the expanding team
- Stakeholder management as a continuous effort at risk to inflate

## SYNTHESIS - SUGGESTIONS

To conclude these reports, we reach out with a few more suggestions on how to maximise collaboration. We hope these suggestions will be of use to E and V so that they each use the entrepreneurial talents present in full force and create added value through their cooperation.

**Negotiation:** both Edward and Val have a lot of negotiation to do, on a daily base for small operation as well as negotiations with high impact on the business and their Enterprise. While Val combines a strong drive to persuade and win with a high level of impatience and a lesser spontaneous sense of diplomacy, Edward shows a reluctance to take the lead together with a more reflective nature 'post meeting'. Both have an opportunity driven mindset and very agile mindset. They can grow both a lot in this domain and grow in the job by combining more classical coursework in 'Negotiation as a Science' with mentoring in this field with focus on 'Negotiation as an Art'

**Managing Distance:** even though both can show a high deal of passion when talking about their passion and their common Endeavour, by nature they are quite distant up to aloof in their dealing with the outer world. While this has not played an important role so far since they were dealing with people whom they could share their passion with, this may hinder them in further building at a scale up that grows to a 100 or more staff. As a former CEO of a larger HP entity once told me when discussing the distance that became apparent in his Koan-PI profile "When I walk around in the building, I am at risk that some ask me to identify myself with my batch." This Covid19 period makes it even more complex to deal with social distance so they might want to learn how to deal best with their own distant attitude.

**Centricity:** one of the key questions related to the Agile Business approach in the 360 is 'clearly articulate what priority he places on the customer when making decision that require to choose between the customer or the company'. While Edward clearly displays an 'organisation-centricity' with a low Helpfulness and a higher Self-assuredness in the Koan-PI and throughout the 360 results, Val at the other hand shows a strong 'customer-centricity' with a high level of Helpfulness and a strong commercial mindset. While this tension may lead to constructive as well as painful conflicts, it may be wise to use this tension as chance to learn and to discuss profoundly how to put the client first as an organization.

**Building the organisation:** both Edward and Val fall short in the joy of building at systems and processes and even more in maintaining them. Being aware of this they have hired Bert as COO as part of the solution. At the one hand we recommend to bring in the organisation people who are strong in this field to complement the Duo Founders in this area, at the other hand, we suggest that both of them as well as present and future decision makers get acquainted with the concept of Agile Business management since this approach which is in place on a large number of the most successful companies at present is pretty close to their own Agile Mindset.



**Setting the stage of a learning organisation:** while both show a strong mindset for learning, they may hinder themselves in setting the stage of a learning organisation by the critical attitude that results from a lower Open Mindedness as well as the impatient and directive style of Val and the reluctant style of Edward. Both are styles that inflate the psychological safety this is underlying a Learning Organisation. The good news is that this can be learned.