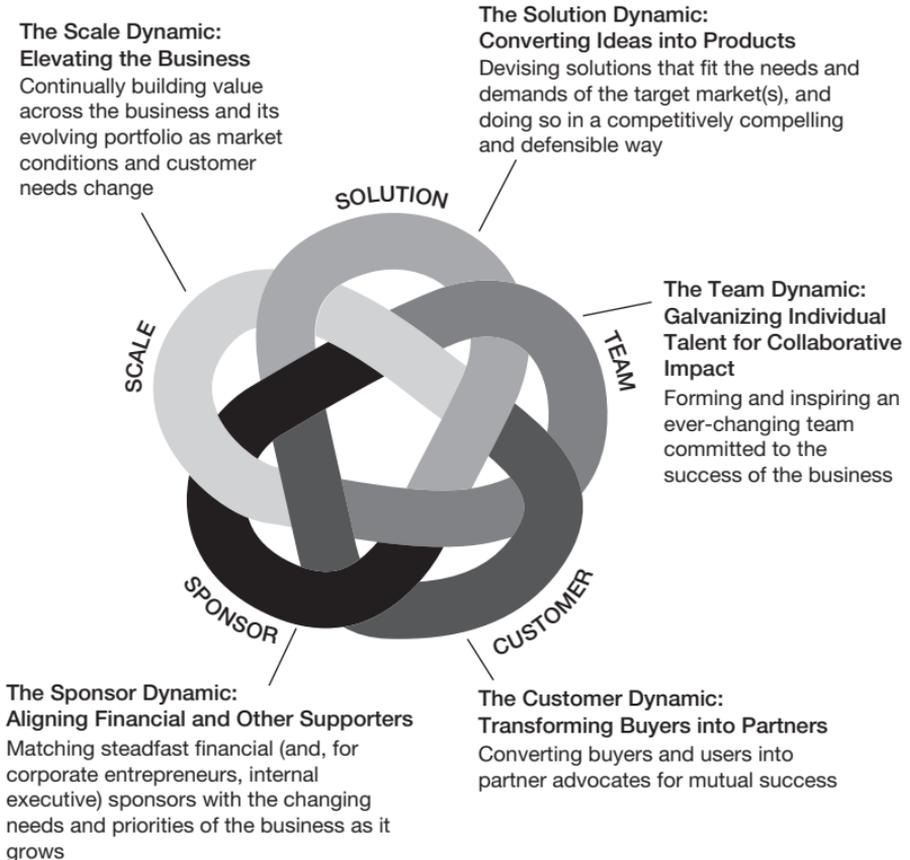


Sample

NOTATION & SELF-IDENTITY	1. I always know I would start my own business one day.	Disagree	Neutral	Agree
	2. I consider luck, timing, and market conditions to be the most important reason for my success.	No		Yes
	3. I am more energized by selling versus delivering the product/service.	Selling	Neutral	Delivering
DECISION-MAKING MODE	4. When framing a problem, I rely mostly on the facts versus I rely mostly on my intuition.	Facts	Neutral	Intuition
	5. Our company culture strongly encourages experimentation.	Disagree	Neutral	Agree
MANAGEMENT APPROACH	6. I consider my management team/staff to be one of the most important reasons for my success.	No		Yes
	7. Most of my friends and colleagues would consider me a control freak.	Disagree	Neutral	Agree
	8. I don't consider tough business decisions personal. I just see them as part of business.	Disagree	Neutral	Agree
LEADERSHIP STYLE	9. I inspire people to follow me primarily through my compassion/empathy.	No		Yes
	10. I consider the company as MY company versus OUR company.	My company	Neutral	Our company

FIGURE 1-1

The Five Growth Dynamics





The Driver Profile

Factor

Description

MOTIVATION

- Always saw himself or herself as an entrepreneur. Ignited by ideas, driven to commercialize them with a fervor that feeds Driver's self-confidence.

DECISION-MAKING MODE

- Initially intuition-based, but then seeks data and other external points of reference to triangulate and refine decisions.

MANAGEMENT APPROACH

- Hands-on, directive, exacting with low or no tolerance for failure.

LEADERSHIP STYLE

- Results- and outcomes-focused, tends to attract and inspire like-minded perfectionists. Has a harder time with followers who are not equally driven and goal-oriented.
-



The Driver's Blueprint

Profile

Factor

Description

MOTIVATION

- Always saw himself or herself as an entrepreneur. Ignited by ideas, driven to commercialize them with a fervor that feeds his or her self-confidence.

DECISION-MAKING MODE

- Initially intuition-based, but then seeks data and other external points of reference to triangulate and refine decisions.

MANAGEMENT APPROACH

- Hands-on, directive, exacting with low or no tolerance for failure.

LEADERSHIP STYLE

- Results- and outcomes-focused, tends to attract and inspire like-minded perfectionists. Has a harder time with followers who are not equally driven and goal-oriented.

GIFTS (Strengths)

- Uses combination of intuition and fact-based analysis to anticipate market trends before competitors.
- Tenacity, ambition, and clear focus minimize distractions.

GAPS (Weaknesses)

- Overidentification with product can lead to missing new market shifts.
- Impatience with customers who don't get appeal of your product.
- May struggle with empowering expanded team as company scales.

Strategies for Growth

Strengths and Weaknesses by Growth Dynamic

Solution: Converting Ideas into Products

- + Market-sensing
- + Product-market fit
- Product narcissism

Team: Galvanizing Individual Talent for Collaborative Impact

- + Attracts experts
- Overcontrolling and underforgiving
- Alignment challenges with less-driven and market-sensing team members

Customer: Transforming Buyers into Partners

- + Superior solution
- + Passion and drive to solve customers' problems
- Impatience with less innovative customers

Sponsor: Aligning Financial and Other Supporters

- + Strong product-market fit
- + Excellent early customer references
- Hubris-to-enterprise valuation gap

Scale: Elevating the Business

- + Intense drive for success
- Difficulty with empowering others

How to Be a Stronger Builder

- Shift from product creator to market scout
- Don't expect everyone on your core team to share your passion and intensity
- Don't let your product narcissism lead to innovation complacency
- Admit you may not be the best salesperson for every prospective customer
- Watch your hubris-to-valuation gap with financial sponsors



The Explorer Profile

Factor

Description

MOTIVATION

- Sees entrepreneurship as a systematic way to commercialize and scale solutions to the knotty problems that he or she is most curious about.

DECISION-MAKING MODE

- Highly motivated and systematic. Believes that every problem should be broken down into its constituent parts and carefully analyzed and that the best decision will be identified.

MANAGEMENT APPROACH

- Hands-on and directive, and expects everyone to be as systematic and curious as he or she is.

LEADERSHIP STYLE

- Tends to attract similar systems thinkers and builds confidence in others after they have demonstrated systematic problem solving and deep knowledge.
 - Sees others' successful management of key areas as a source of freedom to spend time where he or she can be most valuable to the company's future.
-



The Explorer's Blueprint

Profile

Factor	Description
MOTIVATION	<ul style="list-style-type: none">• Sees entrepreneurship as a systematic way to commercialize and scale solutions to the knotty problems that he or she is most curious about.
DECISION-MAKING MODE	<ul style="list-style-type: none">• Highly motivated and systematic. Believes that every problem should be broken down into its constituent parts and carefully analyzed, and the best decision will be identified.
MANAGEMENT APPROACH	<ul style="list-style-type: none">• Hands-on and directive, and expects everyone to be as systematic and curious as he or she is.
LEADERSHIP STYLE	<ul style="list-style-type: none">• Tends to attract similar systems thinkers and builds confidence in others after they have demonstrated systematic problem solving and deep knowledge.• Sees others' successful management of key areas as a source of freedom to spend time where he or she can be most valuable to the company's future.

GIFTS (Strengths)

- Systems thinking and analytics.
- Scaling on the systems side can be easier.
- Focused on constant improvement and solving the next problem.

GAPS (Weaknesses)

- Scaling on the people side may be problematic, especially in functions outside your interest.
- Sometimes brusque, impatient style can create morale problems.
- Can get sucked into solving less strategically significant problems.

Strategies for Growth

Strengths and Weaknesses by Growth Dynamic

Solution: Converting Ideas into Products

- + Is curious and a systems thinker
- + Develops breakthrough solutions to important problems
- Can lose interest after cracking the code

Team: Galvanizing Individual Talent for Collaborative Impact

- + Attracts expert talent
- Can be autocratic and impersonal
- Can be too tough on team members

Customer: Transforming Buyers into Partners

- + Solves complex and commercially important problems
- Can become impatient with less sophisticated customers

Sponsor: Aligning Financial and Other Supporters

- + Looks for systematic fit and is rigorous
- Has difficulty achieving alignment on nonfinancial issues

Scale: Elevating the Business

- + Focuses on systematic approaches
- Has difficulty emotionally inspiring and engaging a broad team

How to Be a Stronger Builder

- Delegate more and sooner
- Focus on next-generation solutions and beyond
- See the system aspects in the softer issues
- Share the ball
- Delegate to C-level buffers
- Show a little more humanity



The Crusader Profile

Factor

Description

MOTIVATION

- To solve problems that matter to society, a marketplace, or both.
- Driven from a deep-seated ability to empathize with others, feeling their needs and wants, and motivated to address them by creating a mission-based company.

DECISION-MAKING MODE

- Highly intuitive and driven from an emotional sense of what is right.

MANAGEMENT APPROACH

- Guided by their founding mission and intuition, Crusaders can struggle with tough people issues, as they eschew conflict and often allow underperformers to languish rather than be ushered out of the business.

LEADERSHIP STYLE

- Attracts talent to handle the more operational aspects of the business, inspiring them with vision and company mission, but not always directing them in a systematic manner.
-



The Crusader's Blueprint

Profile

Factor

Description

MOTIVATION

- To solve problems that matter to society, a marketplace, or both.
- Driven from a deep-seated ability to empathize with others, feeling their needs and wants and motivated to address them by creating a mission-based company.

DECISION-MAKING MODE

- Highly intuitive and driven from an emotional sense of what is right.

MANAGEMENT APPROACH

- Guided by their founding mission and intuition, Crusaders can struggle with tough people issues, as they eschew conflict and often allow underperformers to languish rather than be ushered out of the business.

LEADERSHIP STYLE

- Attracts talent to handle the more operational aspects of the business, inspiring them with vision and company mission, but not always directing them in a systematic manner.

GIFTS (Strengths)

- Inspires with bold vision conveyed with charisma.
- Willing to delegate to others.
- Comfortable with more flexible, creative workplace environment.
- Has personal touch in dealing with others.

GAPS (Weaknesses)

- Struggles with translating vision into practical to-dos.
- Vulnerable to hiring on vision enthusiasm versus competency (assuming cultural fit always).
- Conflict avoidance can let problems fester.

Strategies for Growth

Strengths and Weaknesses by Growth Dynamic

Solution: Converting Ideas into Products

- + Engages in and addresses meaningful challenges and opportunities
- Is keenly aware of misaligned interests

Team: Galvanizing Individual Talent for Collaborative Impact

- + Attracts and inspires others through charisma
- + Forges deep, trusting relationships
- Avoids conflict

Customer: Transforming Buyers into Partners

- + Forges deep, trusting relationships
- Assumes all revenue is good revenue

Sponsor: Aligning Financial and Other Supporters

- + Attracts like-minded backers
- Requires patient capital to realize the long-term vision

Scale: Elevating the Business

- + Has an audacious mission with significant scale potential
- Has difficulty translating why to how

How to Be a Stronger Builder

- “Press the flesh” with your current and prospective talent
- Be the chief listening officer
- Use your brand and culture to transmit your mission and transcend your limitations
- Hire or partner with an operator to be your alter ego
- Don’t allow personal loyalty to inadvertently compromise growth



The Captain Profile

Factor

Description

MOTIVATION

- To build an enterprise of enduring value through unleashing the productive potential of individuals and teams.

DECISION-MAKING MODE

- Dispassionate and focused on growth; careful to be consistent with mission, vision, and prior personal commitments.

MANAGEMENT APPROACH

- Direct, honest, and consistent in communication and expectations of individuals and teams.

LEADERSHIP STYLE

- Empowers others after setting clear goals and expectations, while consistently applying deeply held principles of honesty and transparency.
 - Consensus-driven.
-



The Captain's Blueprint

Profile

Factor

Description

MOTIVATION

- To build an enterprise of enduring value through unleashing the productive potential of individuals and teams.

DECISION-MAKING MODE

- Dispassionate and focused on growth; careful to be consistent with mission, vision, and prior personal commitments.

MANAGEMENT APPROACH

- Direct, honest, and consistent in communication and expectations of individuals and teams.

LEADERSHIP STYLE

- Empowers others after setting clear goals and expectations, while consistently applying deeply held principles of honesty and transparency.
- Consensus-driven.

GIFTS (Strengths)

- Empowers others within regimen of clear accountability.
- Encourages team member candor.
- Willing to share credit for positive outcomes.
- Open to “bubble-up” creativity versus top-down direction.

GAPS (Weaknesses)

- Comfort with delegating can remove Captain from important frontline developments.
- May allow search for consensus to postpone fast decisions.
- Focus on steady improvement may miss big-scale outside trends.

Strategies for Growth

Strengths and Weaknesses by Growth Dynamic

Solution: Converting Ideas into Products

- + Pragmatic approach
- Tends to adopt incrementalism as a substitute for innovation

Team: Galvanizing Individual Talent for Collaborative Impact

- + Forms empowered teams with less dependency on star talent
- + Is comfortable making tough people decisions
- Can be overly reliant on consensus

Customer: Transforming Buyers into Partners

- + Delivers value consistently
- + Is transparent and direct
- Tendency to satisfice rather than innovate

Sponsor: Aligning Financial and Other Supporters

- + Has a track record of delivering results
- + Recruits, manages, and directs strong teams
- Can get crosswise with aggressive investors

Scale: Elevating the Business

- + Focuses on execution
- May miss market shifts in fast-moving industries

How to Be a Stronger Builder

- Keep a sharp eye out for the next champion on your already-solid team
- Share the Captain's chair to show and teach others how you lead
- Avoid confusing your teams with your twin strengths of listening and consensus building
- Remember that consensus is wonderful, except when it's not
- Push your teams to look beyond incremental improvements
- Renew your trust-but-verify style by personal example

FIGURE 6-1

Decision-Making Role: Cobuilder Pairings

PRIMARY / Secondary	DRIVER	EXPLORER	CRUSADER	CAPTAIN
Driver				
Explorer				
Crusader				
Captain				

Candidate and Builder Type Alignment

BUILDER TYPE Candidate Characteristics	DRIVER 	EXPLORER 	CRUSADER 	CAPTAIN 
Job Expectation				
Just a job				✓
Defines who person is	✓	✓	✓	✓
Work Setting and Culture				
Tight	✓	✓		
Free-form			✓	✓
Team-Based Style				
Individual contributor	✓	✓	✓	
Nurturing, relationship-based			✓	✓
Demanding, transactional-based	✓	✓		
Career Arc*				
Early apprentice	✓ (If OK with culture and style)	✓ (If OK with culture and style)	✓	✓
Senior, established	✓	✓	✓	✓

*We chose to focus on the early and later stages of a candidate's career arc. Alignment is especially important at the beginning of a career, when developing one's personal repertoire of skills and style, and when as a builder, you probably have a greater chance to mold this repertoire. Later on, a candidate presumably has more choice in selecting where to apply his or her skills and therefore can be more demanding in finding the right alignment with you.

Builder Personality Type Snapshots: Factors

	Motivation	Decision-Making Mode	Management Approach	Leadership Style
DRIVER	Always seen himself or herself as an entrepreneur. Ignited by ideas, driven to commercialize them with a fervor that feeds his or her self-confidence.	Initially intuition-based, but then seeks data and other external points of reference to triangulate and refine decisions.	Hands-on, directive, exacting with low or no tolerance for failure.	Results- and outcomes-focused, tends to attract and inspire like-minded perfectionists. Has a harder time with followers who are not equally driven and goal-oriented.
EXPLORER	Sees entrepreneurship as a systematic way to commercialize and scale solutions to the knotty problems that he or she is most curious about.	Believes every problem should be systematically broken down into its constituent parts and carefully analyzed in order to make the best decision.	Hands-on, directive, and expects everyone to be as systematic and curious as he or she is.	Tends to attract similar systems thinkers; builds confidence in others after they've demonstrated systematic problem solving and deep knowledge.
CRUSADER	Solving problems that matter to society, markets, or both. Rooted in empathy with others. Motivated to create a mission-based company.	Highly intuitive and driven from an emotional sense of what is right. Insists on alignment with overarching mission.	Guided by their founding mission and intuition. Struggles with tough people issues, as he or she eschews conflict and often allows underperformers to languish rather than be ushered out.	Attracts followers to handle the more operational aspects of the business, inspiring them with vision and company mission, but not always directing them in a systematic manner.
CAPTAIN	To build an enterprise of enduring value through unleashing the productive potential of individuals and teams.	Dispassionate and focused on growth. Careful to be consistent with mission, vision.	Direct, honest, and consistent in communication and expectations of individuals and teams.	Empowers others after setting clear goals and expectations, while consistently applying deeply held principles of honesty and transparency. Consensus-driven.

Builder Personality Type Snapshots: Gifts and Gaps

Gifts (Strengths)

Gaps (Weaknesses)

DRIVER

- Uses combination of intuition and fact-based analysis to anticipate market trends before competitors.
- Tenacity, ambition, and clear focus minimize distractions.

- Overidentification with product can miss new market shifts.
- Impatience with customers who don't see your product's appeal.
- May struggle with empowering team as company scales.

EXPLORER

- Systems thinking and analytics.
- Focused on constant improvement and solving the next problem.
- Scaling on the systems side can be easier.

- Scaling on the people side may be problematic, especially in functions outside your interest.
- Brusque, impatient style can create morale problems.
- Can get sucked into solving less strategic problems.

CRUSADER

- Inspires with bold vision conveyed with charisma.
- Willing to delegate to others.
- Comfortable with more flexible, creative workplace environment.
- Has personal touch in dealing with others.

- Struggles with translating vision into practical to-dos.
- Vulnerable to hiring on vision enthusiasm versus competency.
- Conflict avoidance can let problems fester.

CAPTAIN

- Empowers others within regimen of clear accountability.
- Encourages team member candor.
- Willing to share credit for positive outcomes.
- Open to "bubble-up" versus top-down creativity.

- Overdelegating can hide frontline developments.
- May allow search for consensus to postpone fast decisions.
- Focus on incremental improvements may miss need for innovation.

Whom Do You Think You Can Learn the Most From, and Where?

Now that you've read about all four Builder Personalities and how they handle each growth dynamic, we suggest you reflect on yourself. Think about the challenges and possibilities you've encountered or expect to encounter in each growth dynamic. Considering all five dynamics, decide which one plays most to your strengths, which one plays second-most, all the way down to which growth dynamic is your weakest. Mark a 1 in the square for your strongest growth dynamic, a 2 for your next-strongest, and so on. A 5 goes into your weakest dynamic. For the dynamics that scored 3 through 5, ask yourself which other Builder Personality probably does a better job than you in those dynamics. Your answer should give you a good sense of not just where you might want to focus your efforts, but also from whom you might best learn.

The Scale Dynamic:

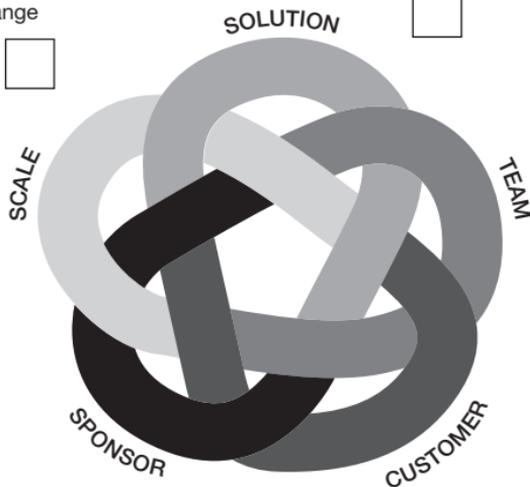
Elevating the Business

Continually building value across the business and its evolving portfolio as market conditions and customer needs change

The Solution Dynamic:

Converting Ideas into Products

Devising solutions that fit the needs and demands of the target market(s), and doing so in a competitively compelling and defensible way



The Team Dynamic:

Galvanizing Individual Talent for Collaborative Impact

Forming and inspiring an ever-changing team committed to the success of the business

The Sponsor Dynamic:

Aligning Financial and Other Supporters

Matching steadfast financial (and, for corporate entrepreneurs, internal executive) sponsors with the changing needs and priorities of the business as it grows

The Customer Dynamic:

Transforming Buyers into Partners

Converting buyers and users into partner advocates for mutual success

Dynamic

- Solution
- Team
- Customer
- Sponsor
- Scale

Builder Personality Strengths

Drivers and Explorers

Captains and Crusaders

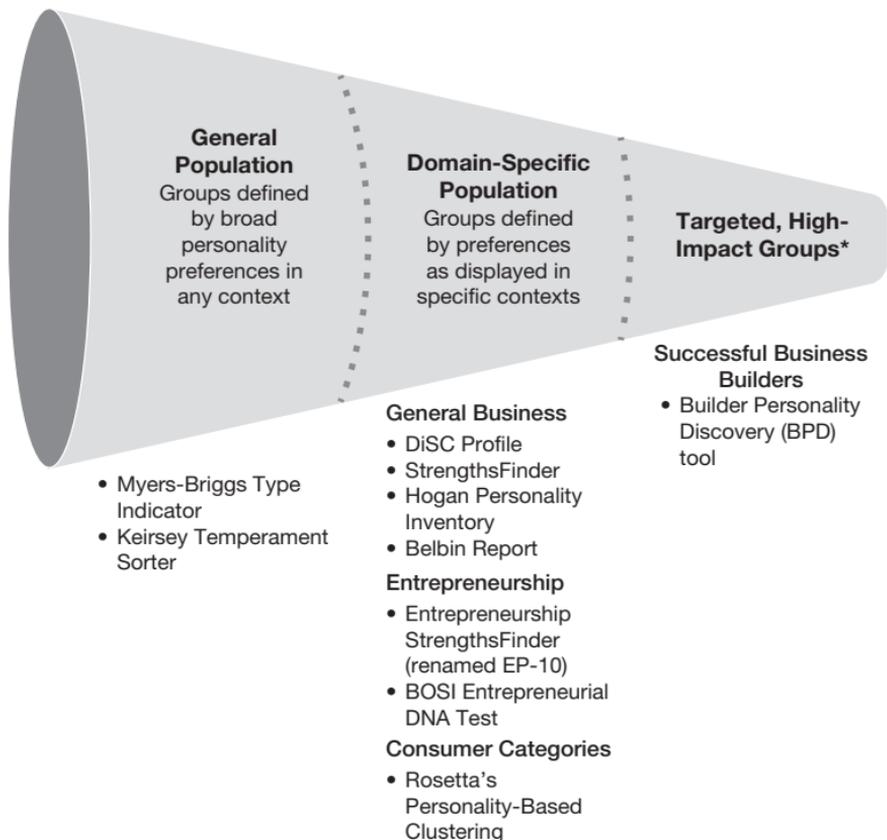
Drivers and Crusaders

All four, each in its own way

Captains and Explorers

FIGURE A-1

Examples of Personality Typing Tools



*These tools identify the specific beliefs, motivation, and preferences critical to success in the indicated context.

FIGURE A-2

The Four Dimensions of the Myers-Briggs Type Indicator

DIMENSION

1. Favorite World

External Source Internal
(outer world) of energy (inner world)

2. Information

Facts Method of Possibilities
(sensing) obtaining information (intuition)

3. Decisions

Head Approach to Heart
(thinking) decision making (feeling)

4. Structure

Organized Approach Open-ended
(judging) to life (perceiving)

The Four Factors and Underlying Dimensions of the Builder Personality Discovery (BPD) tool

FACTOR

1. Motivation and Self-Identity

Happenstance	Motivation to be a business builder	Destiny
Not important	Role of luck and timing in success	Important
Delivering product/service	Role preference	Selling product/service

2. Decision-Making Mode

Fact-based	Approach	Intuition-based
Do not favor	Culture of experimentation	Favor

3. Management Approach

Less important	Role of management team	Critical to success
Laissez-faire	Need for control	Control freak
Personal	Consider tough decisions	Just part of business

4. Leadership Style

"Not key to my leadership"	Compassion and empathy	"Key to my leadership"
"Our company"	Think of the company as	"My company"



Driver (archetype)

MOTIVATION & SELF-IDENTITY

1. I always knew I would start my own business one day.

Disagree

Neutral

Agree

2. I consider luck, timing, and market conditions to be the most important reason for my success.

No

Yes

3. I am more energized by selling versus delivering the product/service.

Selling

Neutral

Delivering

DECISION-MAKING MODE

4. When framing a problem, I rely mostly on the facts versus I rely mostly on my intuition.

Facts

Neutral

Intuition

5. Our company culture strongly encourages experimentation.

Disagree

Neutral

Agree

MANAGEMENT APPROACH

6. I consider my management team/staff to be one of the most important reasons for my success.

No

Yes

7. Most of my friends and colleagues would consider me a control freak.

Disagree

Neutral

Agree

8. I don't consider tough business decisions personal. I just see them as part of business.

Disagree

Neutral

Agree

LEADERSHIP STYLE

9. I inspire people to follow me primarily through my compassion/empathy.

No

Yes

10. I consider the company as MY company versus OUR company.

My company

Neutral

Our company



Crusader (archetype)

MOTIVATION & SELF-IDENTITY

1. I always knew I would start my own business one day.
 Disagree Neutral Agree
2. I consider luck, timing, and market conditions to be the most important reason for my success.
 No Yes
3. I am more energized by selling versus delivering the product/service.
 Selling Neutral Delivering

DECISION-MAKING MODE

4. When framing a problem, I rely mostly on the facts versus I rely mostly on my intuition.
 Facts Neutral Intuition
5. Our company culture strongly encourages experimentation.
 Disagree Neutral Agree

MANAGEMENT APPROACH

6. I consider my management team/staff to be one of the most important reasons for my success.
 No Yes
7. Most of my friends and colleagues would consider me a control freak.
 Disagree Neutral Agree
8. I don't consider tough business decisions personal. I just see them as part of business.
 Disagree Neutral Agree

LEADERSHIP STYLE

9. I inspire people to follow me primarily through my compassion/empathy.
 No Yes
10. I consider the company as MY company versus OUR company.
 My company Neutral Our company

