

Self-Schema Tool

The following exercise will help you discover and direct your unique talents. Find your dominant (top four) talents on the next two pages. Read the brief descriptions for each talent, and make note of the words, phrases or sentences that resonate most with you. Then, write a self-defining characteristic — a quality that you believe is important to who you are — for each term you highlighted.

Here is an example of a self-schema using Profitability talent:

Profitability

If you have high Profitability, **making money** is your primary objective. As a builder with high Profitability, you have sharp business instincts, and you use them to price products or services to guarantee a profit on each sale. Consistent with your emphasis on money, you **run a tight ship**, keeping a close check on operational costs. You make all decisions, big and small, with **cost in mind** and evaluate your decisions through the prism of profitability. Your attitude toward data reflects your penchant for numbers. Your high Profitability gives you an uncanny ability to look at the same data that your managers, co-founders or employees have reviewed and come up with unique insights that they may have missed. **Numbers are your lifeline.**

Top Builder Talent	What Resonates With Me	My Self-Schema
Profitability	<p>Making money</p> <p>Run a tight ship</p> <p>Cost in mind</p> <p>Numbers are your lifeline</p>	<p>As a kid, I had a lemonade stand every summer, and even my parents had to BUY lemonade from me!</p> <p>I stick to my budget each month.</p> <p>I account for every last penny I spend.</p> <p>I love spreadsheets.</p>

Self-Schema Tool

Top Builder Talent	What Resonates With Me	My Self-Schema

The 10 Talents of Successful Builders

Confidence

Your high Confidence talent makes you believe you have what it takes to be a successful builder. You harness this awareness to start new ventures or begin big projects. You seize opportunities knowing that you will succeed. You are so sure of your success that your self-confidence easily convinces others of your ability to get results. Even in the face of uncertainty and failure, your belief in your abilities never wavers. You are certain that you can overcome any adversity if you put in enough effort. Your unshakeable belief in your abilities motivates you to think far into the future. Your conviction helps your venture grow and thrive.

Delegator

If you have high Delegator talent, you willingly relinquish control and recognize that a growing venture or a complex project requires contributions of others on your team. You like to collaborate to get things done. You naturally understand the capabilities and strengths of others on your team and position them to take responsibility for tasks at which they are most likely to excel. This makes you a great team leader or boss and builds capacity of others on your team. But more importantly, it frees you to focus your time and energy on activities that are critical for growing your venture.

Determination

With a high Determination talent you pursue your goals with tenacity. Your persistence and deep commitment helps you to overcome obstacles. When facing adversity, you don't give in to feelings of frustration and defeat. Instead, you have the ability to see beyond roadblocks and visualize a better future. This helps you to double your efforts and push forward no matter how tough things get. You have a tremendous work ethic and strongly believe that you can achieve anything with hard work. You are not the one to ponder over an idea. When you see an opportunity, you take quick action. You push hard and put all your energy into achieving the desired outcome. You have very high expectations of success. Nothing less than the best will satisfy you.

Disruptor

As a builder with high Disruptor, you have a mind that is typically firing with multiple ideas. Your curious intellect keeps you alert to the changes in your environment and helps you identify opportunities before others. You are a quick learner, soaking up information that fuels your creativity and enables you to imagine new products, services, and solutions. You not only come up with new ideas, but also have the unique ability to transform the idea into a venture that generates revenue. You like to experiment to assess the viability of your ideas. This helps you sort the good from the bad. You do not like rules. You are an independent spirit that likes to work outside the boundaries of established practices, where you can think and create free!

Independence

With high Independence talent, you strongly believe that you can single-handedly build a venture. Your can-do attitude helps you launch projects, and your deep sense of responsibility keeps the venture alive. You are a multi-tasker, willing to take on the myriad tasks required to manage a venture. Your high reserves of energy see you through the grueling grind of early-stage venture creation. When under pressure, you think fast, have the ability to act quickly, and move forward. You firmly believe that your actions decide the fate of your venture and are motivated to make things happen. Your ability to pack a 20-hour day helps to ensure your venture survives and succeeds.

Knowledge

You inherently understand that knowledge about all aspects of your venture is essential to your survival and continued success. You never stop learning, always looking for insights to make things better. You spend inordinate amounts of time and energy gathering information and acquiring knowledge about every aspect of your venture and the ecosystem in which your venture exists. Your superior insight into all aspects of your venture and your environment helps you anticipate customer expectations, reduces risk, and enables you to make informed decisions. This helps you make discoveries, foresee trends the market is not yet expecting, as well as, gives you an edge over the competition.

Profitability

If you have high Profitability, making money is your primary objective. As a builder with high Profitability, you have sharp business instincts, and you use them to price products or services to guarantee a profit on each sale. Consistent with your emphasis on money, you run a tight ship, keeping a close check on operational costs. You make all decisions, big and small, with cost in mind and evaluate your decisions through the prism of profitability. Your attitude toward data reflects your penchant for numbers. Your high Profitability gives you an uncanny ability to look at the same data that your managers, co-founders or employees have reviewed and come up with unique insights that they may have missed. Numbers are your lifeline.

Relationship

If you have high Relationship talent, you understand that building a robust and diverse personal network is essential to be a successful builder. You rely on your relationships to access resources and critical information essential to start and grow your venture. Your high social awareness allows you to build mutually beneficial relationships. You instinctively know what you can get, from whom, and when. In return, you willingly offer help, connect people to each other, share experiences, and exchange ideas with others in your network. Your openness and positivity generate trust and help you form long-term relationships with your peers, customers, employees, and team members. People in your network are willing to do more for you than is expected from them.

Risk

As a builder with high talent in managing Risk, you are comfortable with ambiguity and embrace challenges with enthusiasm. You have a strong, charismatic, and confident personality. You manage risk by taking an analytical approach. When encountered with a difficult decision, you meticulously gather information and weigh all the options before taking action. This highly rational thought process helps you overcome fear and make better decisions. You have a strong will to succeed. At your core, you are a problem solver. You have the capacity to work long and hard on finding solutions to your problems. You see patterns, where others see randomness. You see opportunities, where others see obstacles. For you, failure is just another step closer to your success.

Selling

As a builder with high talent for sales, you are an excellent communicator who instinctively knows how to reach your audience. Incredibly persuasive, you are a great salesperson who can influence others to accept your point of view. Your open and authentic behavior helps you forge trusting relationships with investors, customers, partners and employees that help you launch new products and services to grow your business. Builders with high level of talent for selling are exceptional storytellers. You communicate the essence of your company, your idea, or your new product or service through stories that reflect your personal experiences. You create an emotional connection with the audience by sharing your passion and excitement about the product or service but also by speaking to your listeners' needs.

Board of Directors Tool

To cultivate your builder talents, you need support and feedback from those who are close to you and who know you well. We call these people your personal board of directors. Populate your board of directors with people you trust, whose opinions you value, who will be honest with you and who can help you grow.

The key to getting the maximum benefit from your board is to have a process. For each board member, identify how often you will need to interact (for example, once a week, once a month or as needed), how close you are on a 5-point scale (with 1 being formal and distant and 5 being close and personal), and what type of support you need (specific to the board member's role).

Here is an example of a personal board of directors for a college senior who is interested in getting into the financial industry.

Coach	Encourages, motivates and facilitates my personal growth by helping me develop my talents
Name: <u>Sally</u>	Closeness level (5-point scale): <u>5 (close)</u>
Frequency of interaction: <u>Once every three months. Check with her about what day of the week works best. Save the dates on our calendars: March 20, June 20, September 20, December 20.</u>	
Type of support you need: <u>Discuss my plans after college — how to get where I want to be in 5 years, 10 years. Set personal and professional goals. Hold me accountable at every step.</u>	
Mentor	Has experience and expertise in my areas of interest and aspiration
Name: <u>Beth</u>	Closeness level (5-point scale): <u>5 (close)</u>
Frequency of interaction: <u>When I need help with career-related issues.</u>	
Type of support you need: <u>How to get a job on Wall Street.</u>	
Role model	Someone I look up to and admire for what he has achieved
Name: <u>Warren Buffett</u>	Closeness level (5-point scale): <u>1 (distant)</u>
Frequency of interaction: <u>None</u>	
Type of support you need: <u>Learn from his life story: how he got into the world of investment and his advice to young investors. My dream is to travel to Omaha in May to meet him at the Berkshire Hathaway shareholders' meeting.</u>	
Expert	Has specific knowledge or skills that I don't have yet
Name: <u>Alan</u>	Closeness level (5-point scale): <u>2 (not very close)</u>
Frequency of interaction: <u>Once a week during the semester.</u>	
Type of support you need: <u>Help with calculus homework. Test prep for mid-terms.</u>	
Accountability partner	

Board of Directors Tool

Coach

Encourages, motivates and facilitates my personal growth by helping me develop my talents

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Mentor

Has experience and expertise in my areas of interest and aspiration

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Role model

Someone I look up to and admire for what he has achieved

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Expert

Has specific knowledge or skills that I don't have yet

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Accountability partner

Can encourage me and hold me accountable for my goals

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Complementary partner

Has talents I don't have

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

Person with shared interests

Has similar interests, passions or visions for the future

Name: _____ Closeness level (5-point scale): _____

Frequency of interaction: _____

Type of support you need: _____

My Purpose Journal

This exercise is about building self-awareness. The Purpose Journal is a place to catalog your Top 4 talents, positive experiences aligned with your talents, your plans for the future, and the interactions with your board members. Jot down three instances every day, for a minimum of 30 days, when you think- “this is something that makes me feel good”. Keeping a record of your actions allows you to see the link between your dominant talents, your behaviors, and the outcomes you are expecting for your life. This journal will become a historical record that you can revisit to assess what led to your successes and failures.

Here is an example of a personal board of directors for a college senior who is interested in getting into the financial industry.

My Purpose Journal

Top 4 Talents

Profitability
Selling
Relationship
Determination

Positive experiences

- Could not put down “The Intelligent Investor” by Benjamin Graham.
- Saved \$1000 to start my very first Etrade account!
- Shortlisted the stocks for my portfolio
- Got an A+ on the ‘Investment’ paper

Plans for the future

- Short-term: Summer internship in a Financial firm
- Long-term: To be an analyst on Wall Street

Interactions with board members

- Conversation with Sally
- She asked me to apply for summer internship at Ameritrade, Citibank, and JPMorgan.
- She knows someone at JPMorgan.
- JPM Application due- Jan 19th
- Call Beth for the second reference letter.
- Due Dec 20th

My Purpose Journal

Top 4 Talents

Positive experiences

Blank space for writing positive experiences.

Plans for the future

Blank space for writing plans for the future.

Interactions with board members

Blank space for writing interactions with board members.

Opportunity Journal Tool

Selecting the right idea to pursue may be the most important choice you'll make as a builder. Opportunities are all around you. You just need to become alert to the possibilities.

To begin the process of recognizing opportunities and to help you cultivate your builder alertness, start an opportunity journal. At the end of each day, record all the activities and tasks you did that day. For each activity and task, use a 5-point scale (where 1 is low and 5 is high) to rate your level of engagement with the activity, how quickly you learned or improved, and your performance.

Here is an example of one day from the opportunity journal of a college sophomore.

Activity/Task	Engagement	Learning curve	Performance	Notes
Org. chemistry lab	4	3	2	Lot of work
English lit	5	5	5	Interesting!
Band practice	5	5	5	Rocked it!
Play rehearsal	4	4	3	I need to do more research on my character
Work: TA in physiology lab	1	2	3	☹️
Entrepreneurship club	5	5	NA	Heard business elevator pitches — very interesting
TA office hours	2	3	1	This stinks! I need help in chemistry!
Pre-med council meeting	5	4	3	Long road ahead!
Work out (spin cycle class)	5	5	5	Want to try something different ... maybe a tap dancing class?
Cook dinner for friends	5	5	5	Chicken spring rolls with Mediterranean-inspired mint chutney! Was a big hit!

Storyboard Tool

Determining whether an idea is practical and worth pursuing is a critical part of the opportunity recognition process. Vetting your idea(s) might lead you in new and different directions than you originally anticipated. Be prepared to continuously refine and develop your ideas and fill your knowledge gaps as you adapt and adjust your goals. Be open to the process of exploration.

To get started, ask yourself:

- Why are you doing this? (**Purpose**)
- What are you building? (**Product/Service**)
- Who are your customers, and how are you helping them? (**Customer needs**)
- What differentiates your product/service from others in the market? (**Value add**)
- What financial and social resources and skill sets do you bring to the table? (**Resources**)
- How much are you willing to risk/lose to make your idea a reality? (**Affordable loss**)
- What does success look like? (**Success**)

Here is an example of a storyboard from a college student who is assessing the feasibility of introducing healthy and global foods to her college campus dining services. While she doesn't have a specific predetermined goal, she will allow her goals to emerge through an iterative process, with a short-term (Idea 1) as well as a long-term (Idea 2) objective.

	Idea 1	Idea 2
Opportunity	Offer healthy and global flavors to resident students.	Start a wellness center after medical school; explore link between food and health.
Purpose	Create a culture and community around authentic and varied food offerings.	Pursue a degree in culinary medicine — medical students learn to cook and provide nutrition advice to patients.
Product/Service	Phase 1: a) Share two new recipes with campus food services every week. b) Consult with and train the staff. Phase 2: Students pick fresh ingredients; prepare food in front of students.	Nutritional advice to patients.
Customer needs	Phase 1: Students expect healthy, fresh and adventurous flavors. Campus food service professionals are not meeting these needs. Phase 2: Create memorable experiences for students.	Patients expect education about food and nutrition to prevent diseases.
Value add	a) Variety at a fraction of the cost. b) Entrees created "for the student by the student" results in better accessibility and fosters loyalty.	A physician with culinary training.
Resources	a) Network for advice, support and resources. b) Time, energy and commitment. c) Experience cooking for friends.	a) Work for two years in a wellness center that focuses on nutrition. b) Build up savings. c) Create a wider network.
Affordable loss	No money to invest, but I will spend energy and time making this work. I will give myself one semester. Worst case, lesson learned.	a) \$75,000 in savings. b) One year of my time; if I fail, get a job as a physician.
Success	Phase 1: a) \$1,130 + \$1 per plate sold. b) 10% growth in number of customers every semester. Phase 2: a) \$5,000 per semester. b) Growth in number of customers.	Profitable wellness center.

Storyboard Tool

	Idea 1	Idea 2	Idea 3
Opportunity			
Purpose			
Product/ Service			
Customer needs			
Value add			
Resources			
Affordable loss			
Success			

Activation Chart Tool

Great builders begin by developing a basic version of their product or service — a minimally viable product (MVP). And then, they put their MVP in front of customers. Here are the steps to take as you start to activate on your ideas:

- Generate hypotheses: Who are my customers? Do they need what I am building? Will they pay for it?
- Test each hypothesis.
- Learn from each experiment.
- Refine your product or service based on what you learned, and test again until you have a profitable and scalable business model.

Here is an example of the activation chart from a college student who is assessing the feasibility of introducing healthy and global foods to her college campus dining services.

Hypotheses	Experiments	Outcomes	The Future
H1: Campus dining services will be open to carrying my dishes.	Pitched MVP to dining services	Project accepted	Mobile meals Take & Bake
H2: College students are hungry for healthy, fresh and adventurous food on campus.	Marketing: recipe article Word-of-mouth marketing Week 1-2: Launched two dishes Week 3: Started a stand-alone station and a to-go station	Moderately successful Moderately successful Week 1-2: 3.2% conversion Week 3: Stand-alone station conversion rate climbed to 30%	National wellness centers
H3: Students are willing to pay extra for healthy, global flavors.	Week 3: to-go station	Lower adoption rate; won't pay extra	
H4: Having a student involved in food production makes food services more accessible to students and boosts loyalty and retention.	Consulting and training dining services staff	To soon to tell	

Activation Chart Tool

Hypotheses	Experiments	Outcomes	The Future

Team Talent Map Tool

Launching or growing a venture requires builders to rely on a team. Here is an example of how a small company built its leadership team with the talents and strengths of each member in mind.

Like many early-stage ventures, this company lacked clear roles and titles, with each member of the team doing whatever needed to be done on a day-to-day basis. But as the company began to grow, it needed clear organizational structure with well-defined roles. The team also had specific business issues that needed resolution — setting up a board of directors and hiring its first employee.

See how the company used the team talent map tool to build its team and make business decisions, keeping everyone's strengths in mind.

Name	Amrita	Jordan	Blanca
Role	Rainmaker	Rainmaker	Expert
Top Four Talents	Confidence Selling Determination Risk	Profitability Confidence Selling Determination	Determination Delegator Disruptor Relationship

What insights did you get about your team from seeing your collective talents on the team map?

Our team map explains why we have survived five years without any external funding. Blanca creates what customers need, and the two of us as Rainmakers find customers. Together we have kept the company afloat.

What are the team's areas of greatest strengths?

Selling is our greatest strength. We are good at it.

What are the team's potential gaps?

Though good at product development and sales, we are not positioned well for growth. None of us has time or talent to put processes in place, build a team, set goals and hold others accountable for them. We need a Conductor.

Is there a business problem you are trying to solve? How will you use your team's strengths to reach a solution?

Since receiving external funding, we are required to put together a board. Looking at our talent map, we need to add a board member who has a strong network in the financial industry. We need someone who can be an advocate for our product and company.

Whom else would you need on your team?

We also need to hire our first employee. We are looking for someone who has Disruptor and Knowledge in their top four talents. We need a strong, creative programmer to work with Blanca.

Team Talent Map Tool

Name					
Role					
Top Four Talents					

What insights did you get about your team from seeing your collective talents on the team map?

What are the team's areas of greatest strengths?

What are the team's potential gaps?

Is there a business problem you are trying to solve? How will you use your team's strengths to reach a solution?

Whom else would you need on your team?

Roles

RAINMAKER

Focus:

Sales/revenue generation

Characteristics:

highly self-confident, focused on profitability, persuasive, forward-thinking, intensely driven, high sales talent, high relationship talent, optimistic perception of risk

CONDUCTOR

Focus:

Operations/management

Characteristics:

delegator, team builder, self-assured, energetic, driven, fixated on growth, hardworking

EXPERT

Focus:

Product development/research

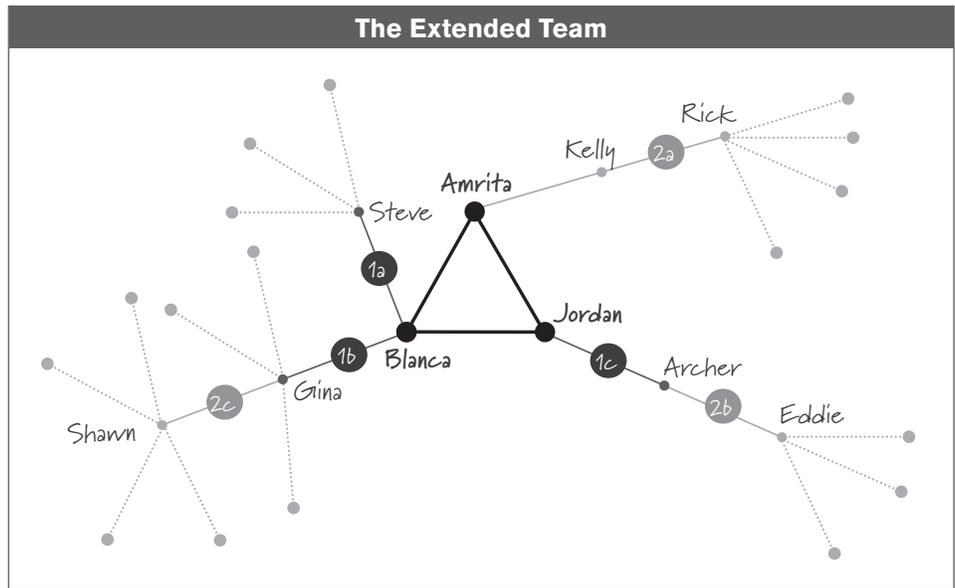
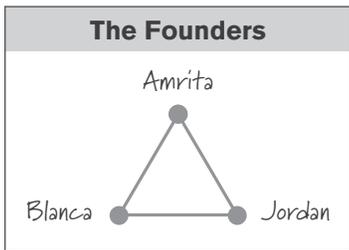
Characteristics:

creative, highly independent, persistent, determined, reimagines new possibilities, thinker, learner

Extended Team Tool

Building your venture will require you to cultivate a wide network of relationships outside your immediate sphere of influence. When you create your extended team, be sure to regularly update your team talent map to gauge what you need to grow your venture. Add members who have the talents and skills to fulfill your needs.

In the example below, three co-founders (Amrita, Blanca and Jordan) are using their personal networks (*direct ties*) as intermediaries (*bridging ties*) to connect them to out-of-network individuals they want to meet (*indirect ties*).



Tie Strength (Direct or Indirect)	Connection	Commitment	Timeline	Outcome
Direct tie	1a. Blanca to Steve	Blanca's brother, Steve is a college recruiter. He will recruit three potential candidates to interview for the role of a software developer	Next week	Hire first employee (software developer) in four weeks
Direct tie	1b. Blanca to Gina	Blanca's college roommate. Works at an advertising company. Discuss marketing strategy and budget with Gina	Before next Monday	Finalize marketing strategy; allocate funds
Direct tie	1c. Jordan to Prof. Archer	Jordan's professor and network theory expert. Discuss Dunbar's number/ network theory	Next 2 weeks	Use to refine existing algorithm
Indirect Tie	2a. Amrita to Kelly to Rick Leed	Amrita's college roommate, Kelly, is the bridging tie to Rick Leed, a potential investor and financial adviser	3 months	Seeking a minimum investment of \$1 million
Indirect Tie	2b. Jordan to Archer to Johnson	Prof. Archer is the bridging tie to a potential board member, Eddie Johnson industry expert	Next 3 months	Fill the fifth seat on the board
Indirect Tie	2c. Blanca to Gina to Shawn	Gina is the bridging tie to Shawn, a potential COO	Next 4 weeks	Onboard COO by the end of this month

Extended Team Tool

Tie Strength (Direct or Indirect)	Connection	Commitment	Timeline	Outcome