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The Earth is not flat. We know that. Do we know the entrepreneurial personality?

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Abstract

This article gives an overview of the historic evolution of the personality concept as a part of the explanation of, why we should be more aware of the personality.

Another part of the explanation is given by a discussion of contemporary contributors to the entrepreneur literature, and how the contributors argued for the usability of the personality, sometimes however they are using the concept of personality under other terms. The discussion will also include some of the contributors, who dismiss the usefulness of the personality and the personality traits.

In the concluding part of the article there will be given a personally view of the pitfalls and the missing needs in purpose to increase the exploitation of the possibilities in using the concept of personality more distinct and professional. In this context the previous measurement of the personality traits has already proved problematic. As proving the earth is round with improved measurement tools, the proving may occur of the usability of the personality concept especially for the entrepreneur?s with a contemporary use of measurement tools.

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Keywords: entrepreneur, personality, personality traits, measurement, measurement tool

Introduction

Sometimes, one understands something better, if it is a case of another. It seems to be the through about seeing one's own bad habits. With that knowledge in mind, the issue about the entrepreneurial personality begins with a parallel.

Now a day, there has become a more various and more severe view about the historical perception of the shape of the Earth. Actually from Antiquity and up till now, there has been an agreement in Europe that the earth is round. Though, most of us are familiar with the myth about Columbus from the beginning of the 19th century: Christopher Columbus (1451-1506) struggled with the men of the church to convince them that the world was not flat. Consequently, the authorities' would not pay for Columbus's journey, and only the Spanish King believed that Columbus could reach Asia by sailing west. The myth explain Columbus' discovery of America in that way, and in the same breath it neglect the common knowledge of the planet Earth being round. Thereby, the essence of the story is most unfortunately hold off from the general population that the cartographer had not calculated with America on the map because their lack of measurement tools.

As a matter of fact, Aristotle claimed back in 330 BC in the ancient Greece, that the earth was an orb and the hub of the universe, and in practically, the learned has always known that the first sight of a ship was the mast, when it approached land. Even through the medieval times, religious documents reported, that the earth had to be round. Thomas Aquinas, who expounded Aristotle, wrote from the 13th century as a matter of course that the earth is round.

The ones, who got in trouble with the church in the 16th century was Nicolaus Copernicus (1473-1543) and later Galileo Galilei (1564-1642), when they introduced the sun as the center of the universe instead of the earth. The chief work of Copernicus was forbidden and Galilei was sent into prison.

The church had accepted the earth as an orb for more than 1000 years and the main issue was therefore not about faith against science, but more about politics, power struggle and disputes. As we know today, natural science has known since ancient time that the earth is round. The oldest globes are more than 2000 years old and they show the Earth as a ball. And we also know that the major problem was concerning the map drawers.

This knowledge can be bridged to the concept of personality: In the literature, the entrepreneurial personality is often mentioned or identified by only one or a few personality trait, e.g. risk willingness,

which is not a significant personality trait for entrepreneurs according to Murray B. Low and Ian C. MacMillan's tremendous American literature and research review. "It is perhaps more insightful to view entrepreneurs as capable risk managers whose abilities defuse what others might view as high risk situations." (Low & MacMillan, 1988, p. 147) If there might be only one distinguish personality trait that characterizes entrepreneurs that would be the tolerance for ambiguity according to Jean Loup Shéré, 1982 and Sexton & Bowman, 1985 (Low & MacMillan, 1988) Jean Shéré investigated a data sample on 52 entrepreneurs and 49 managers, using the Budner scale (1961) for his PhD dissertation in 1981. The PhD thesis was his only research and was published afterwards in different ways. Shéré also found that the two motivation factors: need for achievement and need for autonomy were the best predictors for allocating individuals to either the entrepreneurial or the managerial group.

For an entrepreneur and everyone around the entrepreneur, it is common sense that there will not be only one variable neither it is a personality trait, a motivation factor nor a behavioral detail that specifies an entrepreneur. It is much more complicated to describe an entrepreneur than using one or five personality traits and alike, even it has been well processed into statistical analysis. (Hornaday & Aboud, 1971; Low & MacMillan, 1988; McClelland, 1987; Sexton & Bowman, 1985)

The definition of an entrepreneur is not explicit, (Gartner, 1985a) . "On the contrary, we are dealing with an individual often inconsistent and confused about his motives, desires and wishes, a person under a lot of stress who often upsets us by his seemingly 'irrational', impulsive activities." (De Vries, 1977, p. 36) Neither, the interpretation of the concept of personality is explicit nor the usability of personality traits. Using the knowledge from the myth of Columbus is a path to enlighten this area better.

The central question that appears and need to be answered

Despite the long going discussion about the useless value of the personality concept and especially the personality traits regarding entrepreneur's, this article will present some different contributors in the discussion with new aspects in purpose to enhance a positive view and a contemporary comprehension that advocate the usability of personality and personality traits.

The definition and the term of an entrepreneur have been discussed for quite a while: "The term 'entrepreneur', derived from the French word *entreprendre*, to undertake". (De Vries, 1977, p. 37 from

Fritz Redlich, 1949). The Dutch, economic educated and cross disciplinary leadership expert Manfred Kets de Vries was inspired from the Psycho-Analysis (Anna Freud, 1937) in his description: “The entrepreneur may follow what is sometimes described as an ‘identification with the aggressor’ pattern.” (De Vries, 1977, p. 50) The concept of an Entrepreneur is currently well debated but not yet ended. The issue of defining the entrepreneur will not be further handled in this text. The main focus will be on the concept of personality and personality traits related to an entrepreneur. By the means to clarify and to be exact, I define the concept of personality as a *person’s* relative stable and lasting characteristics that in a unique composition separate this *person’s way of appearance* from most other *people’s way*.

According to myth, the matter of the historic development in the view of personality becomes urgent to know better as well as the surrounding issues that influences the view. Consequently, the research question is:

How does the interpretation of the personality concept change through a historical view and does it affect the measurement tool by which we investigate an entrepreneur to day?

The interesting considerations that occur of this research question have quite different perspective. First, the changing views of humanity through history understood by the change in the concept of personality, where the view of humanity has gone from a holistic purpose of re-establishing balance for the individuals own sake till today, where the purpose seems to be efficient employees and regain of the economic lead or extend the company’s lead. The last decade’s use of personality tests in assessment centers speaks in favour of this spin. Another more noble explanation could of course be that the purpose is to expand and develop the talent of an individual in the aim to derive pleasure and happiness.

Second, the research in Central Europe in the 19th century concentrated about neurotically symptoms of unconscious need that were not fulfilled. This was followed by research in the functionality of wounded soldiers, from which intelligence test and personality tests were launched and developed. By today’s understanding, the mantra at the time could be described as: Quantity rather than quality, or: By massive quantitative data, the crux of the matter occurs automatically. It seems to be the same formula of which to days researcher in their papers tries to find the secret of the entrepreneurial personality. Though, one cannot deny that it happens occasionally. Like the myth, pivoting the measurement tools and experiment with another approach to the personality might get us closer to the core. A very good example of that is the Indian entrepreneur researcher Saras Sarasvathy, who follows her previous findings with an

investigation of entrepreneur's problem solving by having them loud speak their thoughts. (Sarasvathy, 2008)

Third, the research results of the entrepreneurial personality, mind set or behavior, as we know it now a days, has an important impact on political decisions in regards to the business community and the programs for entrepreneurial learning. To understand the research result a clarification on the measurement tool and the measurement method is a way to investigate deeper on the eventual lack of proper research results. According to Per Davidsson and Bill Gartner, there is reasonable doubt on the adequate use of correct measurement tool.(Davidsson, 2005; Davidsson, 2008; Gartner, 1989)

Besides being a tool for professional helpers to avoid diseases caused from unbalanced mind and to cure and ease them, the interpretation of the personality concept can increase the entrepreneurial venture growth due to the increased knowledge in the political sphere, the investment business and the developmental environment by clarifying the internal personal abilities of a given entrepreneur. It seems that the winning is for everyone. (Østergaard, 2003)

The overall hypothesis is then, whether:

The measurement tool needs to be improved in order to enhance the common interpretation of the concept of personality to a contemporary level?

During this paper, these considerations and the hypothesis are investigated further. To understand on which circumstances the developing has taken place, this paper will go through the historic development of the concept of personality at first. Afterwards, a discussion about the usability of interpretation of the personality will follow related to contemporary research result in the research of the entrepreneur. The preferred measurement tool; the personality test is processed by describing some of the measurement failure and the pitfalls. In the concluding part, the hypotheses are answered in a clarifying way.

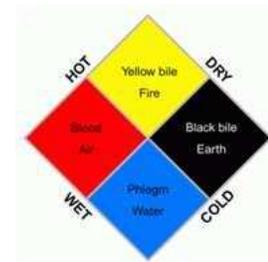
Historic view of the development of the concept of personality

The launching of the concept of personality

In the ancient Greece, the physician Hippocrates (ca. 460 BC – ca. 370 BC) tried to understand the human being. Today, he is famous as the father of medicine, but in the ancient Greece his ideas was in opposition

to the established opinion. Therefore, he endured a twenty-year prison sentence. During that period, he wrote some of his most important medical work and for rest of his life, he taught a mix between philosophy and medicine. His aim was to separate the discipline of medicine from religion and to teach that diseases were not a punishment from the gods but were caused naturally. With his studies in anatomy and physiology with observation and documentation, he introduced a new understanding of the body's reaction. Moreover, he introduced two pillars of personality; humours and crisis as causes to both the illness and the wellbeing of the individual. Thereby and in addition to launching the medicine discipline back in 400 years BC, Hippocrates launched the personality and described most of the aspects, which are connected to the concept of personality.

The four humours are briefly described as: Sanguine (pleasure-seeking and sociable), choleric (ambitious and leader-like), melancholic (introverted and thoughtful), and phlegmatic (relaxed and quiet). Each of them is related to the 4 body fluids according to Hippocrates. The most important contribution to the theory of Hippocrates was from Galen (Aelius Galenus, AD 131- ca. 200) with the typology, the elements, the temperature and the humidity, which he mapped in a matrix. See figure 1.



The four humours ¹

The Hippocrates treatment called the Koan School was very simple and gentle, opposite the Knidian Schools treatment with diagnosis and specialized treatment. At the time, there was absence of knowledge about the human anatomy and physiology because dissections of humans were forbidden. This lack caused many wrong diagnoses in the Knidian Schools treatments. Therefore, the most common way at the time and often the only way to treat diseases were to regain the balance in the humours and the human fluids.

Nevertheless, Hippocrates findings and Galens typology left some remarkable traces through the history of personality and personality traits, which is necessary to remember in today's understanding.

Development of the personality concept in the West

¹ The figure is the most simple and common illustration of Hippocrates' four humours: Choleric (yellow), melancholic (black), sanguine (red), and phlegmatic (blue).

Since it was launched, there has been a constant developing of the concept of the personality. The uncertainty connected to the usefulness of the personality has been a travelling companion. In the following, an emphasis will be described of the most outstanding theories and the persons behind them in an attempt to reach a useful and contemporary clarifying of the concept of personality.

In the West, the concept of personality has in particular been formed by two persons, who were friends for a short period of 6 years but soon became competitors: the Austrian Sigmund Freud (May 6, 1856 – September 23, 1939) and the Swiss Carl Gustav Jung (July 26, 1895 – June 6, 1961).

Sigmund Freud

Sigmund Freud was born in Freiberg in Czech. Freud was Jewish throughout his life, even though he was critical of religion. Though, he changed his name from Sigismund Schlomo Freud around 1875. He lived most of his life in Vienna, but escaped during the Second World War to England, where he died in London. Freud suffered from cancer and was in severe pain, why he committed suicide with an overdose of morphine, which was his preferred medication besides cocaine. Freud was a gifted man. When he was nine years old, he entered a prominent high school. He was proficient in eight languages, began his medical study at 17 years old and read Shakespeare during his life. Freud studied medicine, philosophy, physiology and zoology. After Freud successfully completed his medical studies, he began his medical career in a psychiatric clinic in Vienna. Through Freud's neurological research, he developed theories about psychotherapy. Freud's method was primarily dialogues supplied with hypnosis to relieve the unconscious mind. One of Freud's first and great published books was: *The Interpretation of Dreams*, whereas his interest in dreams appears.

Freud's major work was his contribution to the personality theory with his model of the human psyche that according to Freud could be divided into three parts: Id, ego and super-ego. The id describes the unconscious, impulsive and childish part of the psyche. The ego describes the rational part, where the attempt to exact a balance between the id and the super-ego is constantly ongoing. The super-ego is the moral part connected to one's upbringing and the environmental moral code. (Freud, 1923) Freud's idea was that there is a close relationship between a person being overburdened or threatened by its task and its becoming disturbed, after which it develops defense mechanisms as for example denial, repression and displacement.

Freud was especially followed by his daughter Anna. Several others added to Freud's personality theory with more details. For instance Erik Eriksson, who described the phases through life and the upbringings influence on the personality.

Carl Jung

Carl Gustav Jung lived in Swiss all his life. He was educated as a physician and continued his studying at a psychiatrist. Jung grew up as an introvert child with a psychiatric ill mother and an absent father due to his work. Without knowing, Jung experienced by himself the power of the psychological mind and he even forced a neurotic fainting to disappear. Jung's upbringing and his own psychological experiences influenced his theoretical work in developing the concept of the collective unconscious and the archetypes.

Jung worked with many different aspects of the conscious and the unconscious mind. During his life, he interprets about 80.000 dreams from his clients. Out of this work, he developed different theories and methods that are well adapt by his followers. More peculiar, Jung was preoccupied of alchemy.

According to the use of personality knowledge and the development of personality test, two persons must be introduced: Carl Rogers (1902-1987) and Hans J. Eysenck (1916-1997).

Carl Rogers

Carl Ransom Rogers was raised strictly religious. His first choice of education was agriculture, followed by history and religion. In the age of 20, he left his study and attended Teachers College, where he obtained a MA and a PhD. At the same time, he got highly involved in child study. Through his work with troubled children, he developed a new professional approach to reach the individual in counseling. By means of Rogers's post-Freudian inspired client-centered psychotherapy, the client was able to resolve difficulties and gain the necessary insight to restructure their life through personal changes. Rogers became a professor in Psychology and taught: cross-cultural communications, personal growth, self-empowerment and learning for social change for rest of his life. Carl Rogers was nominated for the Nobel Peace Prize in 1987 for his cross-cultural work with intergroup conflicts in Northern Ireland and South Africa. Carl Rogers's influence on psychotherapy and the interpretation of the possibilities of personality developing is comparable to the influence of Freud's work.

In this context, Rogers's insight in the self-concept and into personality change is essential. Rogers describes principles for personality development, not stages. And according to Rogers, and the main issue for the counselor is to establish a progress for and by the individual him- or herself from being an undifferentiated self to be a fully differentiated self. An important key to develop the self-concept is conditional and unconditional positive regards. Rogers' discovered 19 propositions about individuals, on which he developed his theory. (Rogers, 1951) In his practice and education, Rogers argued for practicing with accepting a person without negative judgment of its basic worth, in other words: The unconditional positive regard, because if one are raised in an environment of unconditional positive regards, the possibilities of fully actualize oneself is right ahead. On the other hand, if one are raised in an environment of conditional positive regards, one need to match the condition to feel worthy. Today, we often refer to pattern break as an opportunity to break out from the environments judgment of an individual's worthiness, whenever the pressure of not matching the environments apparent or tacit expectations is destroying a person's wellbeing.

Rogers's definition of a good life is connected with the individual's optimal personality development, meaning that the organism has been able to fulfill its full potential. In Rogers terminology, it is called a fully functioning person, when the person experience having a good life. According to Carl Rogers, the characteristic of a fully functioned person with an optimal development is:

1. Open to experience.
2. Present in the moment and in the present process, whatever structure it appears to have.
3. Trust one's own judgment, sense of right and wrong and able to choose appropriate behavior for each moment.
4. Able to make a wide range of choices, fluently and concurrent with the necessary responsibility.
5. Creative – related to the feeling of freedom in for instance shaping one's own circumstances.
6. Reliable and constructive in any action, while maintaining a balance between all one's needs. (Even aggressive needs will be matched and balanced by intrinsic goodness in congruent individuals.)
7. Experiences joy and pain, love and heartbreak, fear and courage intensely, while having this rich, full and exciting life.

Carl Rogers find that: "This process of the good life is not, I am convinced, a life for the faint-hearted. It involves the stretching and growing of becoming more and more of one's potentialities. It involves the courage to be. It means launching oneself fully into the stream of life." (Rogers, 1961)

Hans J. Eysenck

The German-British psychologist Hans Jürgen Eysenck is best known for his study on intelligence and personality. Eysenck was born in Berlin, with his parents being in show business, and he grew up at his grandmother, who was of Jewish ancestry. His movement to England was influenced by his grandmother's death in a concentration camp. Because of his German citizenship, he struggled gaining an employment. He was capable of functioning as a Professor of Psychology in London, where he also obtained his PhD. Besides 80 books and more than 1600 articles, Eysenck was the founding editor of the journal *Personality and Individual Differences*, which since his death has become edited of his wife Sybil B. G. Eysenck.

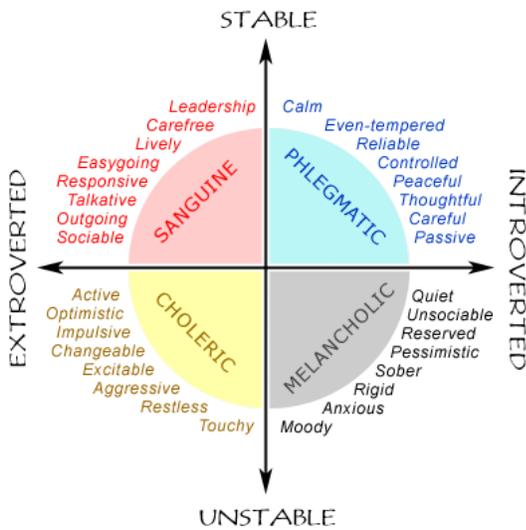


Figure 2

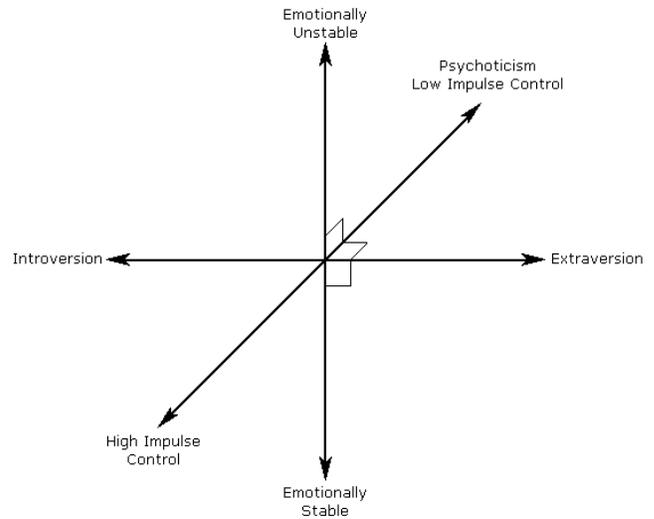


Figure 3

Hans Eysenck developed a distinct model and a theory of personality from Hippocrates' four humors (figure 2) during the Second World War by means of 700 soldiers at the hospital, where he volunteered. In the 1970's, Eysenck and his wife added a third dimension, psychoticism. (figure 3). (H. J. Eysenck & Eysenck, 1976)

Eysenck based his work on factor-analytic summaries and his starting point was the discovery that individual differences in behavior could be described with reasonable accuracy in terms of two major dimensions of personality, i.e. introversion-extraversion and neuroticism-stability, or emotionality vs. non-emotionality. (H. J. Eysenck & Eysenck, 1969) Eysenck was mainly concerned with reminiscence and his theories have undergone several changes through time.

Instead of neuroticism, anxiety is often used as a term in his work. He found that it made sense as neurotic patients suffering from anxiety state or have anxiety among their symptoms. (H. J. Eysenck, 1973) As a

matter of fact, it would be better to use the term anxiety to avoid misunderstanding. Anxiety is a relatively precise and simple term, where neuroticism, as a psychiatric frequently used diagnosis since the 20th century, is a more complex and misleading description of a personality trait. The same is true of psychoticism. By comparison, incumbent psychologists and psychiatrists would discuss someone's behavior or personality as "borderline", but it does not function in a not-incumbent discussion. Therefore, the usability for describing personality traits with esoteric diagnosis term has become obsolescent.

An experimental study conclude that there can be no doubt that personality factors interact with experimental variables in complex ways to determine the rate of learning, of consolidation, and of performance. (H. J. Eysenck, 1973) The process of consolidation of the memory is of fundamental importance in all learning. Rogers found the arousal level characteristically high in introverts and low in extraverts which influences the personality factors, particularly introversion-extraversion. The following table describes the traits that are associated with the three dimensions in Eysenck's model of personality:

Psychoticism	Extraversion	Neuroticism
Aggressive	Sociable	Anxious
Assertive	Irresponsible	Depressed
Egocentric	Dominant	Guilt Feelings
Unsympathetic	Lack of reflection	Low self-esteem
Manipulative	Sensation-seeking	Tense
Achievement-oriented	Impulsive	Moody
Dogmatic	Risk-taking	Hypochondriac
Masculine	Expressive	Lack of autonomy
Tough-minded	Active	Obsessive

Table 1²

According to the above mentioned confusion about the diagnosis terms; neuroticism and psychoticism, the catch-all that covers the respective descriptions ought to be changes into e.g.: Emotionally labile and Emotionally remote. Therefore, the optimal behavior connected to this frame is harmonic and reality-oriented. A perennial problem is the necessity of updating the adjectives on human behavior in personality tests over the years. For instant a description as Masculine that had been understood different

² The table shows the three dimensions made by Eysenck and its connected personality traits.

across different cultures and even had been misinterpreted since the women's libber movement in some connections.

Perception of personality from other parts of the world

It would be astounding, if the comprehension of the concept of personality was identical all over the world in different cultures and on different times through history. It has not. The perception of personality in the West is of rather new history. In the East, native America, Africa and the Middle East, there is an older and somehow different perception.

Asia

Into specific Asia, the man as an individual has been of less value compared to the family tree. The personality has of that reason not been used in connection to self-actualizing, understood as an Abraham Maslow term, but more in maintaining the health in order. In at least 5.000 years, the main idea about human beings is holistic. This indicates that people's health, development, functionality, socializing ability and performance is connected into a certain pattern.



Figure 4 The Asian five elements³

For each element, there is a solid connection to feelings, organs, superficial marks on the body and every significant item of the body. For example, the Fire element encompass: the hearth, the circulation, the hormone system, the lymph, the area from the little finger till the armpit, the feeling of love from loving someone and to fell unloved in the other end of the spectrum, sexuality, specific food and beverages, the smell of burned, the tongue, the sense of taste and not least the psychological spectrum between trust and mistrust. Each element has different levels or dimensions and every kind of reactions has a certain sequence in the individual's path moving to a harmonic or disharmonic stage. The five elements are commonly used in acupuncture, reflexology as well as in ordinary hospital treatment in the Asian. In this highly complex system, it is possible to find any answer to any disease, any failure to thrive and on how to be a better person, who exploits its full potential. In the Asian world, it is rather exploitation to the expectations of the environment than the individuals own wishes.

Different other aspects about the personality

³ The figure illustrates the pattern of the 5 holistic elements and how they are connected.

In other parts of the world, the personality concepts vary but are mostly comparable to the eastern comprehension.

As a matter of facts, there are not many remains that can certify the historic comprehension of the personality. From the Danish rune stones, we know that the first and the second King of Denmark in the year about 910 – 985 were proud people, who wanted to be remembered for their achievements. From Egypt, it has been possible to understand a part of the pharaoh's lives by the hieroglyphs in the pyramids. Nobody expect that it is the whole truth, as the pharaohs were portrayed as gods. Never the less, thereby we discover how the Egypt's ideal personality was expected to be, for instant: brave, robust and competent in many fields and besides handsome and wise. Similarly comprehensions are found from the Incas and other indigenous populations. Additionally, we must reliance on oral tradition.

Besides the historic view, there have been other dimensions of the personality insight. The tradition of dream interpretation was not invented by Freud and Jung. In ancient time, it was a common agreement that the pharaohs and the king's dreams must be significant and had to be understood as a sign, not just for themselves but for the entire land and population. Now a day, dream interpretation, astrology and performance courses proof the emerging interest in understanding ourselves, our full potential and the path to achieve a goal.

Significant issues of the personality

In a certain place, on a specific time and among certain people, the significant issues around the personality can be highly interesting and opposite quite uninteresting. In general, the interest around personality reflects a common interest in the connection between body and mind, personal developing and the causes of diseases. In particular, the interpretation of the personality has gone through some modifications following the alternating mainstreams.

The connection between body and mind

In the Asian comprehension on the relation between body and mind and for instant in Hippocrates and his followers' comprehension of the personality, there is a tight connection between body and mind. Presumably, the connection is much more complex than we ever will understand fully. An attempt to outline the man's behavior on the basis of the brain has already taken place. Especially, Luria and

Wechsler have done a massive effort to chart the brain mechanism related to the individual's ability to perform in accordance with their personality.

Alexander Romanovich Luria (1902 – 1977), a Russian physician, launched a psychodynamic society inspired from his father, when he was 17 years old. He corresponded with Freud and worked with Vygotsky⁴, but his carrier changed as the political superiority forbid his treatment method and wanted his contribution elsewhere. Forced by fate, Luria has in his carrier: Developed measurement for unconscious feelings and conceptions, developed a Cultural History School with Vygotsky, developed brain theory during his leadership of a rehabilitation hospital during Second World War and published within neuron linguistic and developmental psychology. His work as a neuropsychologist has been remarkable. It occurs, that it results from his broaden and expanded comprehension that he by chance had been involved into. Luria argues that neuropsychology only can be practiced by a profound insight in the individual's whole existence.

The American Psychologist David Wechsler (1896 – 1981) was born in a Jewish family in Romania, but immigrated with his parent to US as a child. During World War I, Wechsler worked for the United States Army to screen new draftees and by that, he developed psychological tests. Wechsler is best known for his intelligence test for adults; WAIS and for children; WISC and WPPSI⁵, which all still are standardized and used in ordinary diagnosing issues. The intelligence-tests get updated every ten years to avoid an automatic increase in the test score results over years, also called the Flynn effect. Wechsler's tests are based on his philosophy that intelligence is “the global capacity to act purposefully, to think rationally and to deal effectively with environment”⁶

A continuing progress on intelligence testing including the American developmental psychologist Howard Earl Gardner's (1943 -) theory of multiple intelligences would as well clarify the personality's many facets further according to intelligence.

In modern times, the scientists have a broader possibility than ever to investigate by scanning. Thereby, the connection between human beings feelings, brain activity and motivation could be additionally expounded and the mapping continued on the man's personality and its connected physiological mechanism.

⁴ Lev Vygotsky (1896 – 1934), Russian psychologist, who is well-known for his “Zone of proximal development”

⁵ WAIS (Wechsler Adult Intelligence Scale), WISC (Wechsler Intelligence Scale for Children) and WPPSI (Wechsler Preschool and Primary Scale of Intelligence)

⁶ Kaplan & Saccuzzo, p. 256.

The knowledge from Luria, Wechsler and latest Gardner is irreversible and point definitely out that there is a complex connection between a human's brain ability and its behavior. On the other hand, the mapping of both brain ability and behavior is constantly evolving and is therefore continuous lacking literacy of importance. Despite the lacking of intelligence definition, we know more now and improve for instant teaching methods due to the newest research with i.a. using different learning styles for different personality types. In my founding's, intelligence within an normality scale is of no consequence about the ability of being an entrepreneur but it matters to the subject of entrepreneurship as for instant Nano science as opposed to children theater and the size of the enterprise.

Another important learning from Luria and Wechsler is their measurement methods. Luria learned mostly from the ability loss combined with the visible brain damaged, he found on his patients. That knowledge can impact on new research using scanning while entrepreneurs are loud speaking, but is not yet common. The knowledge from Luria argues for avoiding simple personality test and interpretation as for example: Logic is connected to the right side of the brain and feelings is connected to the left side of the brain, and left handed are therefore more creative persons – an ongoing myth. Science has shown that the brain has a myriad of possibilities to compensate loss.

Wechsler's intelligence test has been criticized as 'counting apples and popcorn in a hodgepodge' but the tests have remain the dominating intelligence test on the market. The test samples the test person's score in i.a. logic thinking, social behavior and common knowledge that has to be subjective rated by the psychologist. Afterwards, these scores are sampled to one score, which is the test persons IQ (intelligence quotient) The only reasonable explanation for the popularity of Wechsler's tests is that the tests (WAIS, WISC and WPPSI) is spread all over the world and they have been on the market for such a long time. Therefore, the tests are well known in the professional circles and international comparable. But, the most important thing is that these tests have been standardized and cultural adapted for different country from the beginning and has spread out through the years. In Denmark, The Swedish standardization was used up till the 1990'es, where the Danish standardization was conducted as well.

Crisis, the high way against diseases and personal developing

Hippocrates had, as a physician, seen many times that a person after a critical period either recovered or died. Hippocrates saw therefore a crisis as a crucial moment, where after a change would occur. In that light, a crisis was to wait for, because it was necessary to passed in term to get any further.

Since ancient time, crisis has become a stock phrase. Moreover, crisis has become a common thing that everyone experiences from time to time. In order to manage people's crisis, there has become a specific theory field inside psychology and most government has arranged state of preparedness to handle national crisis situations. On the individual's level, crisis has become such a common express that almost anything is called a crisis, as for instant oversleeping in the morning and getting late for work.

In the literature however, crisis is more correctly handled. The Swedish psychiatrist Johan Cullberg (1934 -), who is son of a Bishop and a brother of two: one is a painter and another is the head of the National Arts Council. Cullberg has described crisis in detail and how to conquer them. Cullberg defines crisis as a situation, where the individual at the moment does not have the knowledge and the strength to overcome the odds. Cullberg operates with four phases in a crisis that everyone has to pass to get through the crisis. How and how well depends on the individual. Cullbergs phases are shortly: The first is the Chock phase. It takes from a few second till a few days. The purpose of the chock phase is to protect the mind against new overwhelming material that is too much to overcome at once. The second phase is the Reaction phase, which last from a few days until some month. In this phase, the individual discover the new reality and mainly cries and get angry about it. The third phase is the Repair phase, which last some month till a year. In this phase, the individual tries to understand and get use to the new reality. Moreover, the individual is dependent of its relationship to be guided. More precisely, the individual will take advantage of a broadly, knowledgeable and skillfully relationship. The last phase is the New Orientation phase, which last for rest of the life. In this phase, the individual change patterns, get new habits or the like and gets vivid again. By that, the individual has developed a new knowledge, a better insight and enhanced its strength, which will result in an advantage, if anything likely hits again.(Cullberg, 1975)

In regard to the personal developing, it is therefore possible to learn from the crisis. From ancient time, the wisdom from Hippocrates was gentle treatment and keeping the patient clean and sterile. Then, it was up to the patient's constitution and willpower, if the crisis were conquered or lost. Hippocrates medicine was humble and passive. Cullberg focused in the interaction between body and soul, and he is convinced that there is a distinct social dimension in psychiatric diseases, where the patient often are locked up in an unhealthy environment, dominated by failed integration and punch from authorities and private relationships as friends and family.(Cullberg, 2007) In other words, the ongoing patients have not been able to remove themselves into the New Orientation phase.

The American psychologist Lawrence Albert "Al" Siebert (1934 – 2009) found in his 40 years research on resiliency and survivor traits, that there was some common characteristic among the survivors from

deathly accidents and disasters. Al Siebert also found that it was possible to learn about resiliency and how to become resilient.(Siebert, 1996) This agrees with the knowledge we get from the entrepreneurs, who will never be able to avoid crisis in their life. In contrary, the entrepreneurs attract crisis by their entrepreneurial habits: They search for new fields, where it is impossible that they have the knowledge to handle the cases without some kind of assistance. The assistance arrives in different ways. Firstly, the entrepreneurs have a lot of strength, according to Cullbergs definition. Secondly, they are prepared to be in a quite new situation, like a crisis situation is, because they expect to be moving in new fields, categories and environments all the time.

Therefore it is very possible that the road to personal developing is similar to the entrepreneurial path in many aspects. The entrepreneurial behavior, as a result of the individual entrepreneur's personality, is appropriate to cope with crisis align situations. From daily day life, it is well-known that the entrepreneurs, among other single characteristics, have a proactive coping pattern, which also is similar to the survivors, described by Al Siebert. (Siebert, 1996) Exactly, as some diseases take place as a consequence of the individuals failed attempt to cope with a crisis or be aware of unconscious needs according to Freud and Jung, then it is likely that some failed attempt to cope with ordinary life challenges take place as a consequence of a specific lack of personality traits connected to resiliency, survival and the core of an entrepreneurial personality. This increases the reasons for getting to the crux of the entrepreneurial personality.

The interpretation of the personality and measurement methods

The traditional and standard interests in understanding oneself and the purpose for one's life have increased along the years. Concurrently with the increased interest, there have been different categories of answers to the questions: Religious, superstitious with different types of witches and fortune tellers, through interpretation of astrology and the like, dreams and personality tests.

In proportion to the latter, dreams as interpretation and prediction of the future have been used since the Egyptian Pharaohs used it to predict the empires comfort. Same wise with the oracle in Delphi. Both Freud and Jung used dream-interpretation with great seriousness, and it is still used in different intentions.

Moreover, the number of personality tests used in terms to recruit the perfect new employee has increased. Besides the clinical use of personality test, where the Swiss psychiatrist Herman Rorschach's

inkblot test is the most famous, this paper will focus on the personality test that has been used and still are used in occupational purposes.

In 1962, Katherine Cook Briggs and her home educated daughter Isabel Briggs Myer launched their personality test MBTI (Myer-Briggs Type Indicator) that they had developed upon Jung's theory and their experiences during World War II. Two Norwegian psychologists Thor Ødegård and Hallvard E. Ringstad developed JTI (Jung's Type Indicator) as a European alternative and introduced it in 2001. Both of them are very common used, but many Scandinavians prefer the JTI, because it is better adapted to the Scandinavian culture.

Through history the most frequently used personality tests are the MMPI (Minnesota Multiphasic Personality Inventory) by Starke R. Hathaway and J.C. McKinley in 1939, CPI (California Psychological Inventory) by Harrison Gough in 1956, 16 PF (16 Personality Factors) by Raymond Cattell in 1946 and NEO-PI-R (Revised Neuroticism-Extroversion-Openness Personality Inventory) by Paul T. Costa and Robert R. McCrae. The first version was published in 1978 and the revised version is a 240-item measure of the big five personality traits. The short and most common used version to measure the five personality traits has 60 items and is called The Big Five.

The numbers of comparative studies on the ability of the most used personality inventories to predict i.e. averaged acquaintance ratings is tremendous. This advocates the comparative use but not the way of using the tests.

Usability of interpretation of the personality

In the entrepreneur literature is the research questions often: How and why some people manage to start new ventures, invent new solutions or more specific: How and why some people, but others, recognize opportunities, decide to become entrepreneurs, exploit new opportunities and are successful? (Baum, Frese, & Baron, 2007) This type of questions demands often specific types of measurement methods. Methods that not in an adequate way consider the measurement tool for the assignment.

The Swedish Per Davidsson, who was economic educated discuss the failed studies in the sixties until the nineties of the characteristic of entrepreneurs. (Davidsson, 2008) The entrepreneur was understood as the business founder or the business owner-founder and compared with employed managers or the general

population. Davidsson agree with Baron that the lack of strong conclusions in studies with that kind of focus was: Weak theoretical focus, few or wrong personal characteristics, often both and at furthermore a weak measurement. (Davidsson, 2006) This vague conclusion of an entrepreneur seems to continue up till modern times. As a matter of fact, Davidsson suggests coming psychologist to research in both the individual entrepreneurship and the entrepreneurship as a role, withdrawing the creative, opportunity-oriented mindset in the entrepreneurship process.

Likewise, Davidsson and Barons arguments of the reasons for the failed investigation still seems to be the main issues of the unclear picture of the entrepreneur: A 'home brew' of only a few, some wrong or common-sense personality variables is often used to explain the entrepreneurial status. Davidsson continues and argues that the five personality variables from "The big five-personality test" also characterize others than business owner-managers, because these traits do not force individuals into specific directions. (Davidsson, 2008) Into the bargain, these few selected questions on a specific entrepreneurial personality trait is answered subjectively by the respondent, which is unheard for psychology tests to ensure validity and reliability, whether they are projective test as Rorschach or psychometric test, also called inventory test. The techniques are a critical point to be aware of in future investigation. (Gartner, 1988)

Over time, certain characteristics might be overrepresented in some job types, but self-employment is only one choice among others. Holland argues that certain jobs may be preferable. (Holland, 1966) If a specific job is not available, then the individual has to take another choice for living. Then the importance of the environment becomes obvious. Davidsson mentions the need of selection mechanism to divide between individuals done by the right stuff for educators and investors. The strongest recommendation from Davidsson is his detailed research suggestions: instead of continuing the vague research of personality traits in primarily questionnaire from a population of entrepreneurs, he recommends that samples should be drawn from a general population. Furthermore, Davidsson has a caveat on questionnaire as well. In questionnaire, all we measure is paper-and-pencil behavior instead of real-world behavior, attitudes, intentions, goals or personality traits.

To really understand the personality characteristics of persons performing entrepreneurial functions, the American psychologist John William Atkinson (1923 –2003) and the Austrian economist Berthold Frank Hoselitz (1913 – 1995) argued back in 1958 of the importance of distinction when to measure

entrepreneurship. According to Atkinson and Hoselitz studies ought to distinct between entrepreneurs in different types of occupations and in different firm sizes, when the relations between personality traits and entrepreneurship are explored. (Atkinson & Hoselitz, 1963) Unfortunately, they change their objective for study through the article from entrepreneurial behavior connected to the personality and the personality traits till three basic motives that they have measured in previous research. Never the less, their theoretical argumentation through three descriptions of the entrepreneurial function by J.B. Say, F.H. Knight and J.A. Schumpeter is convincing in the point of need for distinction in measurement. Especially, the need of an accurate description of the entrepreneurial role is essential. For instant, is the entrepreneurial role in a large firm with a large managerial staff otherwise against a one-person firm, where all the roles is conduct by the same person. It matters in the determination decisions, the risk-taking and in managing behavior with need of specific skills. The actual procedures for the top level decision differ profoundly from the analogous activity in a smaller firm. "These reflections appear to indicate a series of important conditions for the design of a research project in the interrelations between entrepreneurship and personality." (Atkinson, 1958, p. 108; Atkinson & Hoselitz, 1963, p. 108) Besides keeping this in mind, they propose to enhance the knowledge of what to look for to in both the selection and the training of persons who are destined to occupy roles of business leadership. Thereby, Atkinson and Hoselitz confirm the perception that knowledge about personality of an entrepreneur is usable for both selections of the best according to e.g. business angel's purposes as well as training in for example entrepreneurship educational programs.

Conclusion

From the different part of the world, there seems to be a tacit agreement about the connection between a human beings body (anatomy and physiology) and its mind. There is a dispute on how and how much. There is also an agreement about the mind having some sort of a pattern that differs between some people and are very alike to others. The dispute is focused on the pattern itself, and it seems as favorites and habits determine the treatment behavior.

When we compare the personality knowledge from the Asias 5000 years' of experience, the Egypt's 5000 years', the Inca Indians ditto, the Africa woodoo with the Westerns 2.500 years' of knowledge about treating human being illness and combine it with the mental mind, the Western is behind. If it is possible to integrate the world wide comprehension about the personality, we might all get ahead.

Through history, there have been some severe measurement failures that lead to misinterpretation of the personality as a concept at in particular the usability of a person's personality traits. The methods of how to measure the personality correctly needs to be developed to avoid pitfalls arising from economical demands. The quantitative measure methods must never be preferred for its own sake without withdrawing more qualitative decisions on why and how to measure the requested information about entrepreneurial personality. There are some necessary essential elements in assessment of an entrepreneurial mindset to be aware of:

In the western a contemporary personality model is needed and as well as a contemporary measurement tool to impact socially development.

Moreover, there are a need of continuing the exploration of the personality in detail with an investigation for culture and intelligence variations and distinctions.

Exactly as the myth turned out to be nothing else but a myth, this paper has demonstrated that the personality trait issues in not at all out of business. In contrarily, personality traits has never been out and are still an issue that causes discussions about different themes e.g. individual heroes and their characteristics, relation and entrepreneurial network, consequences of contexts etc.

As flatness – we must reconsider our measurement and withdraw the environments influence on the interpretation of the personality and how we used measurement in that matter. We know – like the learned first recognize the ships mast – that individuals has some genetic and environmental differences in their coping of problems either in personal life or in professional life. We are simply not yet clever enough to measure how the individual's brain works and why it does. We need to consider the background more carefully to understand any contributor's pair of glasses in their assessment of any new explanation.

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