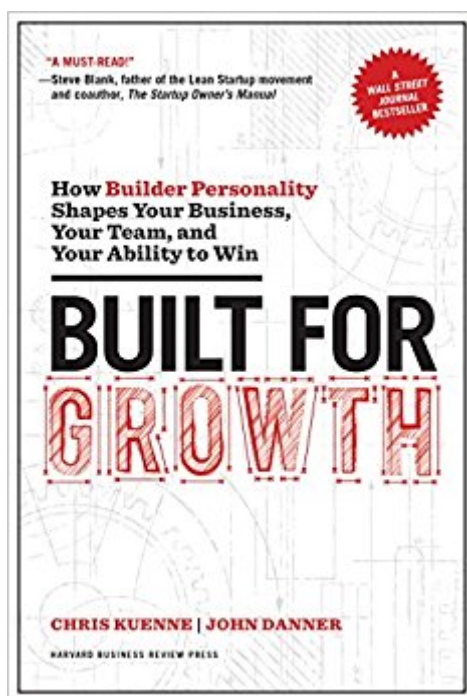


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# Built For Growth: How Builder Personality Shapes Your Business, Your Team, and Your Ability To Win



## Synopsis

A Wall Street Journal Bestseller Are You a Driver, an Explorer, a Crusader, or a Captain? Many factors shape the success or failure of a new business, whether it's a stand-alone startup or a venture inside a larger corporation. But the most important and least understood of these factors is the personality of the entrepreneur—the particular combination of beliefs and preferences that drives his or her motivation, decision making, and leadership style. And your builder personality is the one resource you can directly control in growing a business that wins. Simply put, who you are shapes how you build for growth. Built for Growth decodes the interplay between builder personality and new business success. Using a patented analytic methodology, authors Chris Kuenne and John Danner discovered four distinct types of highly successful entrepreneurial personalities—the Driver, the Explorer, the Crusader, and the Captain. Each is motivated, makes decisions, manages, and leads their businesses differently. Kuenne and Danner blend pioneering research and exclusive personal interviews to illustrate how each type handles the five dynamic challenges in building a business of lasting value: converting ideas into products, galvanizing individual talent for collaborative impact, transforming buyers into partners, aligning financial and other supporters, and scaling the business. With assessments and tools, including a brief Builder Personality quiz and in-depth profiles of each builder type, Built for Growth is the ultimate guide for how to play to your strengths, complement and compensate for your gaps, and build a successful business—from startup to scale-up. Its vivid stories and practical advice show how you can unlock the potential of your builder personality to shape your business, your team, and your ability to win in the marketplace. Please visit [builtforgrowthbook.com](http://builtforgrowthbook.com) to learn more and access the Builder Personality Discovery tool.

## Book Information

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## Customer Reviews

Advance praise for *Built for Growth*: Alex Gorsky, Chairman and CEO, Johnson & Johnson  
“In order to achieve long-term growth, large corporations must foster the entrepreneurial spirit. *Built for Growth* provides a practical framework on how corporate leaders can foster, deploy, and support entrepreneurs inside their companies to unleash innovation and growth.”  
• Steve Blank, inspiration for the Lean Startup movement; coauthor, *The Startup Owner’s Manual*  
“Product-market fit is central to the Lean Startup movement. In this essential book, Kuenne and Danner focus on the fit between the founder’s personality and the teams, customers, and investors needed to build for growth. A must-read!”  
• Alan Blinder, former Vice Chairman, Board of Governors of the Federal Reserve; former member, Council of Economic Advisers  
“The ancient Greek philosophers advised us to ‘know thyself.’ Kuenne and Danner agree, and they argue that the personality of the founder is one of the key elements in the growth of a new business. To find out what kind of actual or potential entrepreneur you are, read this fascinating book.”  
• Paul Maeder, cofounder, Highland Capital Partners; former Chairman, National Venture Capital Association  
“*Built for Growth* provides investors and founders alike with a pragmatic guide on how best to select and work with one another.”  
• Jeff Hoffman, cofounder, Priceline.com; cofounder, ColorJar  
“The title says it all. *Built for Growth* is a must-read for any entrepreneur, startup team member, investor, or executive committed to growing a successful large-scale business that lasts.”

Chris Kuenne is a successful business builder, growth capital investor, and member of Princeton University’s entrepreneurship faculty. He is the founder of Rosetta, a digital marketing firm sold in 2011 to Publicis Groupe, and the private equity firm Rosemark Capital. He is a frequent speaker to business and entrepreneurial audiences, including the Young Presidents’ Organization, CFO Roundtable, Association for Corporate Growth, and numerous venture capital and industry conferences. John Danner is a senior fellow at the University of California Berkeley’s Institute for Business Innovation and serves on the faculty of both the Haas School of Business and Princeton University. An experienced entrepreneur and business adviser,

he anchors executive leadership courses globally. He speaks widely on innovation, strategy, and entrepreneurship, keynoting corporate events and premier international conferences, and his work is frequently cited in major business media. He is the coauthor of *The Other Face of Failure: How Smart Leaders, Teams, and Entrepreneurs Put Failure to Work*.

Building your own business is daunting and ambiguous. It's even more ambiguous when you don't fit the mold of the prototypical entrepreneur -- what this book calls the Driver: relentless, commercially focused, highly confident. A dollar-sign for a brain. Steve Jobs. And not me. I'm a Crusader, it seems: audacious, mission-inspired, and compassionate, with a desire to solve problems that matter to people, markets, and society. Ben & Jerry. The "we" before the "me," possibly to a fault. It fits. There are a lot of entrepreneurial books out there that are written for the Drivers of the world. If you're a non-Driver, like me, you will value this book. It's given me a structure and perspective on growing my business that I did not have before -- one that feels more relevant to me. I just wish I'd read the chapter on choosing the right co-founders and teammates a few years ago. :)

Personality matters and how you (and your colleagues) present and portray themselves can have a marked impact on your success. This is the key message of this book, which suggests that a founder or key leader's personality and outward presentation can make a significant contribution to a project's or company's success, working in conjunction with other well-known factors. It can be one of the few factors you can directly and specifically influence with a degree of certainty, yet it seems to be often overlooked. This book may help you change that and certainly if you manage to get this area under control then it can have the potential to influence other areas for mutual benefit. The authors used an analytic methodology to identify four distinct personalities that can be found within successful business builder personalities, and here they leverage this with other research, interviews, academic information and real-world interactions to great effect to present their views. The result is this book and its potential to let you transform yourself, with a guided toolbox at your disposal, and then the rest of the future success pathway is down to you and your possible creations. The book was written in a clear, hype-free manner, which provides a credible and informative read. No faux inspiration or blowing smoke was needed here. You may read this and still feel it is not you but that need not be a failure of the book or the reader. Leadership is not for everyone, some people work better in the shadows than in the

spotlight, but still there is scope for positive change for all thanks to this book. It is certainly something worthy of closer consideration and may be a vital aid to you going forward.

Kuenne and Danner have written a great book that helps us understand how to be better entrepreneurs and intrapreneurs. Their book makes it beautifully clear about how we all think differently and how we all go about capturing the opportunities around us differently--which in turns allows us to start new and valuable companies. This book is helpful for anyone in business, not just entrepreneurs, because we all want to understand how best to unleash our creative inner selves while working more effectively with others. We all want to grow! An easy read that's well worth the time.

While there are lots of books on the mechanics of startups and growing a business in general, this is the only one I recall addressing founders' personality to help them understand their own potential contributions and deficits. It was very self reflecting. The book provides insights across the 4 personality styles and how each can impact a growing business (in both positive and negative ways). Understanding these impacts enables you to better delegate or engage in a manner best for business growth.

Chris and John have written a remarkable masterpiece that is not only educational but fun to read. Through a data-driven approach they have unlocked the genome of entrepreneurs' personalities and have provided a guideline to enhance it. A must read for anyone that wants to create and grow a venture.

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