

GREAT INVENTIONS DON'T POWERUP SUCCESS. GREAT LEADERS DO.

BEFORE YOU INVEST, SEE IF THE LEADERS HAVE
THE ENQ TO MAKE GREAT THINGS HAPPEN



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Great innovations don't PowerUP wealth-creation, drive adoption of innovation or transform the standard of care in your industry. Nor do great business plans. It takes great leaders to make things happen - in a way that delivers breakout success, not modest gains.

Do you have what it takes to be that leader? Does your team?

These are the question we answer with the EnQ (Encourage Quotient) assessment - and address in an EnQ Leadership Development Plan. This white paper explains how the EnQ can help you make better investment decisions - and support the leaders you fund.

First, we answer that question for you, as an innovation leader seeking funding and opportunity to make a difference. With your EnQ feedback report, you'll see what success requires. You'll anticipate the traps that can derail your team, so you're prepared to grow rather than blind-sided by growth challenges. And you'll have an "early-warning system" to spot "people issues" and take action to mitigate the risks - before the growth of your business is affected.

Second, we answer that question for savvy investors, boards and executive sponsors. So they know how to play to your strengths and set you up for success. So they hold you on belay, to keep blind spots and risk-averse instincts from red-lining your success or taking your enterprise over a cliff. And so they go beyond their "gut feelings" and biases - to make better data-driven decisions about who to entrust with funding and with bigger broader leadership roles as the enterprise grows and transformation hits obstacles.

Third, we answer that question for your team. Your EnQ team profile identifies shared strengths, individual superpowers, and gaps. You'll see who's a star under what pressures. And you'll see how gaps increase the risk of bad decisions and expensive miscalculations - if you leave those gaps unaddressed.

What the EnQ measures about your leadership

The 5 EnQ factors were extracted from extensive research on entrepreneurial and intrapreneurial success. And an assessment of leadership instincts and habits that resulted in lost capital, lost opportunities and modest success as a lifestyle business, rather than sustained breakout growth that optimizes ROI for investors and other stakeholders depending on the enterprise to deliver.

High-EnQ leaders distinguish themselves in 5 ways. They...

- **ASK openly.** Listen with learning agility. Approach disagreements with a discovery and growth mindset. They're curious. Like being challenged, sharpened, coached. Seek feedback and diverse perspectives to test their hypotheses before they commit to point-of-no-return action. They don't trivialize or willfully ignore inconvenient truths or swagger with a "smartest-person-in-the-room" or an all-knowing prove-I'm-right manspeaking mindset.
- **AROUSE passion.** Energize champions on a personal emotional level. Display a high EQ to read the energy and urgency in the room. Draw people in. Make you feel appreciated. Build confidence. They could be low-keyed or they could be animated. That doesn't matter. What matters is the way they get you fired up to give discretionary effort with enthusiasm, urgency, vitality - rather than fear, reluctance or avoidance. They don't get high on their own supply, oblivious to their impact on others.
- **AIM high.** Show business acumen. See what drives value-creation, wealth and makes a meaningful difference. Keep everyone's eye on the prize. Articulate the importance of key OKRs to track short term and long term success, network effect, revenue and profit growth and adoption as the new standard of care. Play for big wins and optimize ROI. They don't settle for low-lying fruit and pedestrian incremental next-rung-on-the-ladder gains that eke out a living, rather than PowerUP breakout growth.
- **ALIGN interests.** Build trust. Get antagonists to achieve more together than they would alone, and do well by doing good. They're "take-the-high-road" negotiators. Have a code of honour to call out bad actors who drill holes in their lifeboat, rather than appease or contribute to an "I-take-care-of-mine-you-take-care-of-yours" adversarial, power or dominance mindset. They don't just play to win - they play for win/win/win.
- **ADHERE to disciplines.** Plan. Deliver on time and budget. Respect quality, usability and regulatory standards. Are capital efficient. Rehearse to give a flawless performance. Look at competencies and fit-for-purpose with key hires, not just camaraderie and personal chemistry. Take decisions with discipline and data, rather than indulging impulses or biases. Don't yield to the temptation to overcommit or take pennywise pound-foolish short-cuts.

5 EnQ Factors: Leaders' habits that multiply or diminish value-creation	Low EnQ Risks to flag/mitigate Diminisher (Low) Red Flag Scores	Moderate EnQ Potential to develop Matcher (Modest) Yellow Scores	High EnQ Strengths to deploy Multiplier (High) Green-light Scores
ASK: Growth-minded not Closed-minded	I-know-best man-speaking hegemony, get validation from likeminded partners, trivialize/refute disconfirming facts, jump to biased + premature decisions	Assert assumptions + look for validation, jump to conclusions + pivot if refuted or contradicted, expand inner circle if aware of gaps, selectively sometimes coachable	Open, humble, seek relevant outside views, mitigate risks, postpone closure until data are in, share hegemony with diverse partners, coachable
AROUSE: Accelerate + vitalize not Push-out-of-the-way impact	Low EQ, oblivious to impact, de-energize, erode confidence, stifle initiative, generate fear, threat-motivated, vapid, mercurial, narcissistic	Energize like-minded partners, in his/her own energy field and pushes those who don't "get it" out of the way, maintain momentum + inertia	Lift confidence, joy, urgency + resilience of diverse partners, challenge, high EQ to spark initiative, thrive in pressure, sharpen battle mind
ALIGN: Enlarge -the-pie "we" intention not Divide-the-pie "me" intention	Taker, get-as-much-as- I-can negotiating, win/ lose, maintain control + hegemony, politicize issues to win debates, get silos to stay in their own lanes	Give to meet givers halfway + hold the line with takers, show good will + maintain trust when parties already trust each other, co-operate	Giver, win/win/win trust building break down silos, enlarge-the-pie together, offer help, ennoble, share control, expand/ deepen circle of trust
ADHERE: Rigorous/ disciplined not Expedient/ laissez faire	OK shortcuts + work-arounds, lax accountability, overpromise to get funds/orders + scramble to deliver, hire like-minded buddies, expediency over rigour/standards	Do only as required + monitored, fix problems if detected, rationalize mistakes that better foresight could prevent, let fear of missing out lead to problematic decisions	Optimize efficiencies, quality + usability, keep commitments, execute well, smart plans, hire to fit skill needs, build pride, prevent mistakes, data-driven decisions
AIM: Outcome/impact focus not Activity/aesthetic focus	Short-term focus, incremental growth shiny- object obsession with tech not biz impact, lower goals if success is elusive, myopic small business acumen	Big-picture vision without biz acumen to optimize ROI, magical thinking re adoption, track easy safe not key value-optimizing OKRs, track metrics when convenient	Strategic thinking, biz acumen, hungry, eye-on-the-prize, optimize ROI for investors, set SMART goals to deliver aggressive A-level ROI with clear accountabilitys



High-EnQ vs Low-EnQ habits are a choice at moments of truth when leaders face VUCA pressures. Our online EnQ questionnaire presents 50 situations - and asks leaders to choose Option A or Option B, for each of the 50 situations. The EnQ asks questions like, "Do you respond to success so your stars feel trusted - or so they feel appreciated? Do you negotiate to get the best deal you can - or make sure that the other side wins? Do you respond to disappointments by letting them roll off your back - or by feeling the pinch and asking uncomfortable questions to course-correct? Do you want subordinates to follow directions and stick to plans - or use their best judgment? Do you reach for the stars and fake it till you make it - or do you know your capabilities and promise what can actually deliver?" The EnQ score tells you whether leaders show a strong preference for multipliers rather than diminishers, based on their preference for Option A or Option B.

Leaders with a high EnQ show these 5 strengths consistently, even in situations when the cards aren't stacked in their favor. They triumph in adversity and lift people around them to higher EnQ levels than convenience, expediency or defensiveness and fear would equip them to do. They are culture-shapers



who can lift a team of takers and reshape them into givers (lifting ALIGN scores), who can energize an audience of stoic cynics (lifting AROUSE scores), who can sharpen business acumen and accountability (lifting AIM), who open communication so diverse conflicting perspectives are heard and valued (lifting ASK) and who build esprit d'corps and discipline to lift ADHERE. Leaders with a high EnQ are multipliers of others' EnQ scores. Rather than complain about

battle conditions, they create what's been described as a Battle Mind to rally the troops and make best use of available resources.

Leaders with low EnQ scores are diminishers rather than multipliers.

Given a choice, they opt for habits that maintain their lifestyle, comfort, power, hegemony, indulgence, impulsiveness or security over growth. They may justify risk-averse low-EnQ habits, oblivious to the enterprise impact or enterprise risks. They miss opportunities, make costly mistakes, justify rather than rethink suboptimal decisions. And they lack the self-awareness to understand how they lead the enterprise into risk-averse traps, collude in being victims of VUCA conditions that don't set them up for success - or create the very Battle Conditions that put the team into crisis-reactive save-the-enterprise defensive fire drill.



Leaders with modest EnQ scores know how to ALIGN, AIM, AROUSE, ADHERE + ASK when conditions are good.

But they don't know how to create a high-EnQ culture when Volatile Uncertain Complex or Adverse (VUCA) conditions create pressure, tension and risk-averse traps. They are "matchers" who rise or fall based on conditions, rather than shapers who change conditions. When the norms say, "ALIGN and work together for win/win/win collaborations," they'll activate their "trust" button and bring people together. But when others are takers who push for power and personal gain, they'll keep "trust" powered down, and will defend their interests and play to get all that they can from a negotiation. They'll adhere if others ADHERE and will be laissez-faire if that goes with the flow. They'll AIM as high as others buy in and aspire to achieve. They'll ASK if there's appetite to ASK. They won't be energy vampires, but will ride the waves of enthusiasm as they are rather than AROUSE and infuse the team with renewed vitality.



With some coaching - or an intervention by other influential leaders who know how to lift everyone's game under VUCA pressures - modest-EnQ matchers have the potential to lift their game and develop stronger high-EnQ habits. If they embrace the mantle of courage, they'll see that it's a leader's job to be a culture-shaper, not a culture-taker - and to define "how we'll anticipate and deal with VUCA pressures," rather than throw up their hands and blame VUCA or battle conditions for choosing what they choose.

A full EnQ report gives you a list of **the leader's strengths - that are reasons to invest**, delegate and empower based on habits that contribute to success. You'll also get a list of **risk factors and development needs** - that could derail, diminish or decelerate value-creation, if the leader doesn't get insight and act to change his/her habits and mitigate the risks and if you don't invest and support that leader's growth. This "SWOT" analysis is based on the online EnQ questionnaire, augmented by...

- **Behavioral interviews**, using the results of the online EnQ questionnaire to probe further - and ask about "moments of truth" that the leader has faced in the past, since past behavior is the best predictor of future behavior. If the leader has never faced comparable "moments of truth" in past entrepreneurial or intrapreneurial assignments, the most we can conclude is that s/he knows what's best when asked, "What would you do?" But we also know there can be a significant knowing-doing gap when VUCA pressures appear and the leader has to make an on-the-fly decision in the heat of the moment.
- **360-feedback**, comparing a leader's self-assessment with observations from colleagues who work alongside the leader. We can gather 360-feedback with a companion 360-version of the EnQ or 1:1 feedback or reference interviews, using the self-report EnQ and job specs as a guide for what to probe.
- **Complementary assessments** that probe more deeply about EQ, decision-making styles, learning agility, capacity to handle complexity, sales + trusted-advisor account management, cross-cultural sensitivity and similar job-relevant thinking + influence skills - as well as **simulations, in-basket exercises and work samples - in situations that mimic real-world VUCA pressures.**

How can you mitigate risks detected by the EnQ?

Most entrepreneurial ventures fail and most corporate transformation initiatives fail to earn all of the value that strategy models projected they could deliver. Study after study and after-event analyses show - with solid leadership, most failures could have been prevented and better decisions could have been taken. There's little doubt - getting the leadership right is the best way to prevent mistakes that prove to be fatal. And it's the best way for investors and corporate sponsors to double-down on winners - rather than leave it to luck or chance.

A low EnQ is a liability. It is a risk for investors and executives who bet on you to deliver a big win. But, with even a modest ASK score - and some openness to learn, pivot, adapt, take feedback and build new habits - low EnQ scores are a starting point that say, "Let's get to work," and not a red-line that limits your growth as a leader or your probability of success as an investor.

When adversity hits, do your leaders...

...take charge - build courage - create demand



@ Level 5. Mobilize diverse partners

@ Level 4. Invent better solutions

@ Level 3. Adjust + learn quickly

...complain - hope for courage - fulfill demand



@ Level 2. Hope someone "gets it"

Level 1. Blame others + complain

Level 0. Persevere like all is OK

A low EnQ is only a red-line that limits growth potential if you stay stuck...

@ **Level 2**, saying, "Investing in my growth (or my team's growth) isn't a priority now. I'll wait until I have the time or money and then I'll consider it."

@ **Level 1**, saying, "I shouldn't have to change. The board, teammates, customers, regulators or conditions should change. Get them off my back;"
or

@ **Level 0**, saying "I got this far with my old leadership instincts and habits and they should take me the rest of the distance. The risks flagged aren't real."

But if you lift yourself out of risk-averse traps to Level 3 - with the ASK score to support even a moderate level of learning agility, openness, experimentation and practice - it's a short step **to Level 4, where more is possible**, and then to **Level 5, where you Make Courage Contagious and bring others with you**.

If you ASK enough to lift to Level 3, you can upgrade your hiring or mobilization plan. Not everyone needs to be a high-scoring star in everything. If your EnQ is low in a few success factors, you can broaden your leadership team - and rely on someone who scores high in EnQ success factors where you scored lower. You can share hegemony and say, "You're better at some things than me. You lead where you're stronger and I'll follow and support you." You can avoid the temptation to recruit people into your inner circle who share the same EnQ profile as you - and avoid the temptation to trivialize or ignore

leaders who see things differently and bring skills to the table that you haven't yet fully developed.

In one successful venture, the brilliant visionary enterprise leader who started a new line of business and was funded to lead it, stepped aside after he saw the results of his EnQ. He saw how his go-it-alone low AROUSE and low ALIGN scores could be a liability, when a larger and more diverse team was needed to move past



proof of concept and scale the new business unit. He took a support CTO role and worked with the board to recruit a new Managing Director (MD) with offsetting high EnQ scores - and relied on the new MD to energize the team and cement win/win/win partnerships. There were some tense moments and difficult ennobling courage-building conversations, both in team meetings and in private behind-closed-doors interventions. But with the new MD setting the tone and shaping the culture, the CTO learned new leadership skills and came away from the collaboration better and stronger than where he started. A year later, he retook the EnQ - and was proud of how much he had grown.

If you ASK enough to lift yourself to Level 3, you can engage a coach or a mentor to expand your EnQ strengths . If your mentor has an impressive track record and has been where you're going, s/he can share what s/he did to succeed - and what s/he now sees that s/he could have done even better.

While a mentor can tell you what to do, a really good coach can go further. A coach can help you with the knowing-doing gap, when you know mentors say to do - but you're reluctant to actually pull the trigger and do what you should. A coach can take the time to help you rehearse, practice, get feedback and try it again - until high-EnQ responses sound fluent and



authentic in the moment, not forced. A coach can tailor formulas and mentors' advice so they fit your personality, language and background, and the way you walk the talk, not the way your mentor walks his/her talk. A coach can give you a safe place to open up and be vulnerable, where you can stumble and fail until you get new habits right, and where you can open up about the life events and conditioning that you'll need to rescript, to break out of low-EnQ instincts and replace them with high-EnQ instincts and habits.

In another successful venture, a new CEO came to us with a few weak EnQ scores. His board believed he could do anything, since he came to the venture with his own capital and with a lifetime of triumph overcoming adversity and achieving rags-to-riches success. Yet, his take-no-hostages, push-to-triumph low-AROUSE and moderate-ALIGN scores were starting to be problematic. The incumbent legacy leaders this CEO inherited were bristling at his efforts to get them to work harder, think sharper and reach for bigger deals and more aggressive audacious S.M.A.R.T. OKRs, rather than settling for the easily achievable average adequate that maintained their cushy lifestyles. He had good mentors on his board who'd turned around underperforming businesses. The mentors could tell him what to do. But it took a coach to get to the heart of the issue and equip the CEO to manage his anger, impatience and indignation - and use those emotions to lift the fearful reluctant entitled pampered whiz-kids on his team to be better scrappers, opportunity-seekers and Battle Mind winners than they ever imagined they could be.



How can a coach address a moderate or low EnQ - so you lift your game?

When a Courage Coach asks, "what if..." and imagines "what would better look like?" alongside you, the Courage Coach looks at success from multiple perspectives.

From a 10,000 metre (30,000-foot) perspective, your coach will want to know what game you're playing and where success should take you - so your success is your Courage Coach's success.

From a 3000 metre (10,000 foot) perspective, your coach will want to know how you want a bizdev deal or due diligence to come together, how you should clear scientific or regulatory hurdles, what the post-M+A integration or channel partner relationship should work, what next-phase-of-growth OKRs you have to achieve, etc.

And, at a ground level perspective, your Courage Coach will equip you for...

- **Moments of truth and critical incidents** that you can expect to face as you pursue your 3000-metre OKRs and take charge in a bigger, broader transformational breakout growth management role or at flashpoints that

you're already facing (like the CEO we described a few paragraphs ago)

- **People whom you need to mobilize** - especially those who rub you the wrong way or who aren't yet clicking with the diverse perspectives and creative abrasion you need to *optimize* decisions and solutions. Your Courage



Coach will ask you to construct a "Mobilization Map" so you can see who you need to mobilize at Level 3, 4 and 5 - to get traction on growth initiatives.

- **OKRs** that you will achieve at Awesome, Audacious and Aggressive A-levels, not merely Adequate, Average or easily Achievable S.M.A.R.T. levels
- **Ennobling, rather than enabling dialogues** - where the need to Make Courage Contagious and lift partners in your Mobilization Map to a higher level of aspiration and, ultimately triumph, than the trajectory they'd choose for themselves by staying in comfortable risk-averse traps.

Your Courage Coach will give you models to emulate, tailor a script to fit your style and rehearse until your uplifting impact is locked and loaded in muscle memory - and may give you practice exercises with AI-enabled feedback tools and items to discuss with your mentors and advisors.

- **Encoding** - so high-EnQ habits are fluent, authentic and consistent, even when you encounter unexpected responses that surprise you and pull you off of the plans and scripts that you came prepared to deliver.

Get your team involved - so peer pressure multiplies everyone's EnQ

Sponsor support is the first team involvement we suggest for every EnQ-lifting assignment. It may be as simple as getting together with your board, co-founders or the executive who put you forward for a bigger broader enterprise-transformation assignment. With Sponsor support, you'll get the empowerment and opportunity you need, the mandate and vote of confidence, and the governance so that your OKRs and accountabilities put wind at your back and keep you from backsliding.

Team support engages the people in your Mobilization Map as partners in who are supporting your growth - and your enterprise growth. With your Courage Coach, you might decide to...

- **Set up a 15/5 communication rhythm to track OKRs** and make sure everyone in your Mobilization Map is delivering all that you need
- **Bring your team together for a team mobilization workshop** - to get

everyone on the same page and practice high-EnQ skills together in a hands-on, learn-by-doing, active interactive uplifting vitalizing and momentum-building memorable team event.

- **Schedule webinars, online collaboration blogs and feedback** questionnaires - to solicit ideas and solicit the support you need, without the visibility and time required for a live workshop
- **Encode high-EnQ habits into a manifesto** about your team culture, code d'honneur, competencies required to advance or get plum assignments - with a balanced scorecard of OKR metrics that makes high-EnQ habits a commitment that you expect from your entire team, not just that they expect from you
- **Facilitate team events yourself** - as weekly or monthly mobilization check-ins or as a planning and goal-setting session to reset expectations and reset benchmarks and commitments that you expect the team to declare for themselves, for customers and other beneficiaries and your board. Your Courage Coach can help you plan the team event and may serve as a shadow-consultant or a sideline-observer providing just-in-time input and huddles to keep your session on track.

Cohort support engages leaders from outside your business unit or transformation initiative - so that you can form a peer support group and learn from one another's shared experience. Our Courage Institute High-Potential Leadership Workshops, typically delivered as part of a corporate university for high-potential fast-track leaders or as part of an incubator or VC group's peer support for fast-growing ventures in their portfolio, provide hands-on learning-by-doing, peer coaching and the vitalization, momentum and energy-lift of positive peer pressure and mutual ennobling. To read about the cohort support of a Courage Institute, we invite you to download this companion white paper.

Overcome your knowing-doing gap - to get the assessment you need

The research is clear. You're seen it yourself. Most entrepreneurial ventures fail and most corporate transformations are slower and more expensive than they looked when they started. Why so many setbacks? It's usually leadership - and problems that surface because the right people weren't sufficiently engaged to solve the right problems and get enough traction and adoption.

You know how critical it is to get the talent part of the equation right. And to have a good handle on "who's who" in your team - and the ways you can

PowerUP their full potential. **So why don't you take the time to do an assessment - and use the results to put a Development Plan together?**

Before we get together, let us challenge your thinking - and push back on some of the justifications that keep Sponsors and key leaders like you from getting the intelligence you need about your leaders' EnQ - and lifting them from where they are to the Level 4/Level 5 places they can be.



- **"I already know this leader well** - and worked with him in two previous companies," a CEO told us, astonished to see that her CTO didn't have the chops to do even a moderately competent job in a new venture with a related, but more sophisticated, technology. Sadly, the CEO was looking backward when she hired him and promoted him to CTO - and allowed the halo effect to pause her otherwise impeccable scientific data-driven judgment. She didn't know what she didn't know - and could have known, if she'd asked the right questions and looked at the data.
- **"This leader doesn't want to be assessed,"** a VC told us, "and has other funding offers that don't require an assessment as part of their due diligence." So the VC waived the requirement and funded the enterprise anyway, out of FOMO (fear of missing out). Six months later, the rock star leader was blaming others for failing to deliver - and was threatening to retaliate if the board and the CEO didn't accede to her outrageous demands. The best predictor of future behavior is past behavior. If the leaders get defensive and won't co-operate with good people-management practices now, before they are funded, they probably won't co-operate later as well, particularly if problems arise.
- **"She's got great credentials** and a sterling reputation." (or the converse, "No one ever heard of her and she's never produced an exit before.") Just because someone ran a highly successful investment fund and served on multiple boards, that doesn't mean s/he has the skills to succeed in an operational role or scale a new commercial organization. And just because someone was "only" the Chief Counsel of the enterprise, that doesn't mean she doesn't have the skills you need to create a sense of urgency, wrestle down tough issues and instil accountability so you get new technologies ready for launch on time and within budget. Our advice - look for skills, habits and competencies - not just credentials. That's particularly true if you're investing in diverse candidates, who have the chops - but may not have had the doors open like privileged candidates.

- **“We’ll know what we need when we see it.** Then we’ll design the role around the person.” The best way to make a poor people-decision is to start with a blank page rather than a template, and fail to analyze what you need. We assessed CRO candidates for a client who was convinced that they needed someone who already had a rolodex and could sell. But when we analysed the role, we saw that wasn’t enough. A candidate who sold when supplied with leads and with bullet-proof scripts and marketing materials would not be equipped to drive adoption as a pioneer and trailblazer. Nor would someone with sales supervision experience as a SVP with a major company. The value of the EnQ is that it profiles the general leadership skills that we know innovators need. But to succeed in specialized roles, you’ll need even more - and that’s why we supplement the EnQ with behavior interviews and other companion assessments in a battery.
- **“We look for DNA, character or potential,** more than skills” There are two flaws in this logic. One - ratings of “DNA” or “character” are highly biased and inaccurate and don’t give as good a prediction as habits or skills. Second, DNA, character and potential are fixed - and presumably don’t change much over time. If you’re looking for DNA, you’ll assume that who a leader is today (or was yesterday) is who s/he’ll be forever. And that can rule out false negatives - and make you bet on potential and DNA alone, rather than looking at what the leader will actually do with his/her potential. One of our biggest successes was when we assessed a deeply flawed CEO for an investor - and the CEO became so irate about our findings that she vowed she’d prove us wrong. Good for her! She took the feedback to heart, lifted her game and put herself on an 18-month fast-track development program. Proving - success isn’t where you start the assessment. It’s where you finish. Learning agility, openness to coaching, growth mindset are the #1 skills we assess, with the ASK score on the EnQ. With this, a lot more is possible - even if there are gaps to address. With the EnQ, we don’t just tell you the gaps and risks. We show you how to mitigate those risks and set the leader up for bigger and broader success.

How can you get started - assessing a leader’s EnQ and lifting their EnQ?

It’s really simple. Ask us to send a link to the EnQ assessment to the leaders you want to assess and ask them to log in and submit their responses.

The EnQ includes our AI-enabled computer-generated output, as well as a few notations that a Courage Coach will offer based on your scores and text responses alone. Most of the time, except for weekends and holidays, we can

get your EnQ profile generated in 24-36 hours. If your VC or your corporation has an EnQ subscription, we can provide this as part of their subscription.

After you receive your EnQ, we're happy to schedule a 1:1 debrief with a Courage Coach, based on your EnQ profile and the profiles of a small 4-6 person team working alongside you - so, based on a behavioral interview and analysis, you can get a deeper understanding of strengths (that are reasons to invest) and risk factors/development needs (that could put conditions on investment, to set you up for success). This might be part of the due diligence that your VC or sponsoring corporation requires, before funding your venture or your innovation initiative - and they might require your Courage Coach to prepare a report "just for them," based on the EnQ and other supplementary behavioral measures. Or it might be a development report "just for you," based on your self-report EnQ, 360-feedback, supplementary tools in an assessment battery and a behavioral interview. Your 1:1 debrief - with a report and template for your Individual Development Plan (IDP) only requires an hour or two of consulting time, with discounts or waivers available if that's part of your VC's or sponsoring corporation's EnQ subscription.

After the EnQ assessment, your Courage Coach will equip you to build your Development Plan - to deploy your strengths effectively and prepare for the new moments of truth that will take your success to another level. Because, as long as you're on an upward growth trajectory, the maxim applies - "the skills that got you here, to this level of success, inevitably won't be enough to take you to beyond - to the next pinnacle and the one beyond that."

We look forward to the opportunity to take you to that next level of success - and equip your funding and management partners to contribute all they can to your success.

Louise Yochee Klein PsyD & Merom Klein PhD



The authors lead **Courage Growth Partners**, a global innovation leadership consultancy that equips leaders to replace risk-averse traps with inventive thinking. They equip C-level executives to create bold new success waves as empowering sponsors — and equip high-potential mid-level leaders to orchestrate innovation by taking full advantage of diverse talent in matrix structures, global alliances and cross-functional teams. They equip boards to select talent with potential for brilliance and instill accountability and equip investors to spot the entrepreneurial teams that can multiply value and wealth-creation. Merom and Louise Yochee are business psychologists with 25+ years of experience advising large corporations, entrepreneurial teams and government agencies to accelerate innovation and wealth-creation in VUCA conditions. They have lived and worked in Israel, USA, Canada, UK, Eastern and Western Europe, Asia, Latin America, Oceania, India and Africa.

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