

Faculty "Management and Administration"

Department "Management"

DISSERTATION

**About the interdisciplinary origin of entrepreneurial action and entrepreneurial foresight**

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B Tour operator. Interview statements 05.08.2016

  
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et al. et alia

ES environmental scanning

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## Preface

Some entrepreneurs have a ‘famous’ name by their creation of well sounded company empires, based on a big knowledge and a big providence, and perhaps sometimes also with some luck. You can say: these people had an entrepreneurial success in their life and have got - not at least by forward-looking acting - some ‘entrepreneurial magnitude’. Perhaps, these people have something special. Something like an ‘entrepreneurial gene’, giving to them a worth mentioning place in the economic history concerning to their entrepreneurial talents.

Obviously, most of the entrepreneurial acting people must live without such a story of success. But however, they also very often have an economic success, achieve profits, keep their enterprises in stable positions on the markets; develop new ideas, managing their enterprises with a huge entrepreneurial foresight. And that all very oftentimes over the period of divers generations. So, there remains the question for the ‘entrepreneurial gene’ of these people, and if this gene has another character as that of the preceding mentioned very important persons. Because otherwise, over the time a lot of entrepreneurs would be the leaders of similar big economical companies as those at the beginning named people.

It gets somehow obvious that ‘being an entrepreneur’ is not the same as ‘being an entrepreneur’, that there are apparently differences which give to the one entrepreneur on a wondrous manner the competence, to hurry up to bigger horizons than other entrepreneurs are able to.

With this, there arises the idea that entrepreneurs perhaps have different abilities to be entrepreneurs. The leading thought is coming out that different abilities bring out different entrepreneurial actions. If so, there must be starting points, making recognisable why the one entrepreneur doesn’t act in the same way as the other one, and why the one entrepreneur with his acting has a bigger success - or perhaps more failure - as the other entrepreneur. The obtruding question by this is, **how entrepreneurial acting comes into the world**, to make explainable why there are so different stories of entrepreneurial success and entrepreneurial disappointment.

Being an entrepreneur, also means being able, to look always a little bit into the entrepreneurial future, to orient oneself towards those things which will get some relevance tomorrow for holding the enterprise on the market. By this, being an entrepreneur also means to recognise by forward-looking perception enterprise related chances and risks and to apply the entrepreneurial action to them. Demanded is the ability to act forward-looking – with entrepreneurial providence. To this, obviously not all entrepreneurs are able to, because otherwise there would be less breakdowns of enterprises. In this sense, the credit protection union from 1870 in Austria had in August 2016 the heading: “Reasons for insolvency 2015: Every second enterprise fails on its executive suite” and so points out a lack of an urgently necessary commercial farsightedness, as well as a lacking surveillance of the economy, of offers and demands, interest and costs, etc. (Kreditschutzverband von 1870).

Thereby, the question arises where this entrepreneurial providence is anchored in the entrepreneurial personality, **how this ability for entrepreneurial providence** - which must discharge into an (successful) entrepreneurial acting - **comes into the world**.

The research for explaining the origin of entrepreneurial action, and with this also of entrepreneurial providence can bring out an essential understanding why entrepreneurs are acting in that way, they do.

A little input to this theme, will bring out this paper by bringing together interdisciplinary bricks from which entrepreneurial acting and entrepreneurial prevision are loaded. It will be shown which projections of explanation by the business economics are given by themselves, and in how far - respectively which - interdisciplinary (genetic, neuro-biologic, psychologic) bricks are needed for a well-grounded attempt to explain. Just bricks which make it explainable, why the fulfilment of by the business economics formulated requirement of competences to a successful entrepreneur, are dependent on his deepest own personality - and why by this the capability for entrepreneurial acting and entrepreneurial providence differs from entrepreneur to entrepreneur.

So, this paper shows (of course not exhausting) bricks which may give indications if somebody is able to be an entrepreneur or if he is not. By this, the paper brings out a contribution for the judgement about the potential entrepreneurial ability in cases of founding new enterprises, as well as a contribution to the judgement about successors in enterprises, and people who want to get a leadership position in the business world.

## 1 Introduction to a complex topic

This script is a research about **how entrepreneurial action and entrepreneurial foresight comes into the world** – the research question. It can be shown that this is not a question being solvable by the business economics itself – much more the business economics silently work with facts which stem from other sciences. Other scientific disciplines help giving an answer on the at the very beginning named research question on a very wide scale. That is the reason why the research got the title:

### **About the interdisciplinary origin of entrepreneurial action and entrepreneurial foresight**

Besides the economics will be jumped into the field of the personality psychology, the biology ,the genetics, the neurosciences. So will be made a trial giving minimum an attempt of explanation why entrepreneurs act as they do and why some entrepreneurs have the chance looking into the future with more success than others.

The complexity of this theme touches not only in the field of a scientific research. It is not a theme which can be developed from the sciences alone. How should the sciences from alone experience and explain why so many new business start-ups fail, why the heir taking-over in the company succession cannot be the right person for the job. And why completely different reasons can be important for filling a managerial position in a company than just excellent professional training.

The reason coming a little bit nearer to this problematic - by the way the here in this paper now demanded question stems from the consulting-practice of much more than 1000 company start-ups - is having awareness for that what in the entrepreneurial practice happens and developing so the here formulated research questions, the sciences may perhaps find an answer on. It will be shown that awareness and perception are core ingredients for entrepreneurial action and foresight.

That is why working with the research question, a hermeneutic approach was chosen – more about this under 1.2.2 . In the main paper, in the introduction under 1.2.3 three different entrepreneurs will be presented. These three entrepreneurs in the annex come to word (producing so a hermeneutic understanding of the theoretical research) with interview evaluations about that what in the theoretical main-part of the paper was evaluated. Of course their statements underly to an also presented interview-format and interview questions (Annex A). The singular interviews can be read in Annex B, C and D. They are held and written in German and not translated. This so persevering the from the interviewed persons used idiomatic singularity of their statements.

The hermeneutic approach for the reader gives the chance always changing from the theoretical core statements to the individual statements of the practice.

The paper has a classical structure: after a necessary in-depth introduction (chapter 1) three chapters touch about actual topic: entrepreneurial action on an economic view (chapter 2), entrepreneurial action on an interdisciplinary view (chapter 3), economic and interdisciplinary results on a common basis (chapter 4). The final comments (chapter 5) give a short sum up. A sum up at the end of each chapter was not done

because the chapters essentially show facts and no theoretical reflections with controversy discussed meanings.

Entrepreneurial action on an interdisciplinary view (chapter 3) refers to the personality research in the field of differences in the personality, personality traits and the self-concept. So, the assumption might come into the focus that “persons with personality characteristics are born that make them entrepreneurs, while others do not exhibit these personality traits. The focus is therefore on the question according to which personality traits characterize these people” (Raab 2022:31)

The study is certainly limited in its validity. This is due to the fact that the non-economic parameters of entrepreneurial action and entrepreneurial foresight in their complexity could rather be touched on their surface than could actually be presented with a certain meaningfulness.

Nevertheless, tasks for practice should arise from such a study, e.g.: the creation of simple assessment bases which, when assessing a new business start-up, do not put the business plan in the foreground as is usual today, but put the focus of the assessment on the person who want to run the business.

## 1.1 **Guide to the topic and explanatory notes about the basis to work with the theme**

Leading enterprises is a big task and challenge which is mostly not comparable with spontaneously practiced actions of every day in the human life. It is rather needed a much more holistic long-term orientation. This is an orientation which must show the past and the future, which must consider uncertainty and discontinuities, which must bring out alternative futures and choices, and with this show this fact which is named by Victor Tiberius (2011:13) with the ‘term of forecast’. That is why in the centre of a prospective entrepreneurial action is “not the foreknowledge [...] but the forecast (English: foresight, French: prévoyance). Forecasting means not to know, but it is an activity with the end of which, we can know what can happen [...], and not what will happen” (Tiberius 2011:46).

That is why to uncover the facts, how these thoughts of such a forecast can be integrated into the economic thought patterns of entrepreneurial action. It must be spread out which economic nutrient medium exists, to practice entrepreneurial action and entrepreneurial forecast, which questions come out concerning entrepreneurial action and entrepreneurial forecast - we will call from here ‘**entrepreneurial foresight**’ - and in how far fields of interdisciplinary sciences can give an answer on this, to formulate and to substantiate research-questions about the origin and the design of entrepreneurial foresight as one aspect of entrepreneurial action, and the origin of entrepreneurial action itself.

The reason to work with this object of investigation is to argue as following: The by the doctrine about the entrepreneurial functions concretised concept of research about the ‘reduction of income-insecurities’, reasoned by getting an income to every person gives the task “[...] to deal with uncertainty by income acquiring, based on the individual knowledge, the individual labour force and the individual other capabilities” (Schneider

1995:31). By this, - by Schneider not more specified - is identifiable that besides the input of labour force there must also be some knowledge and 'other capabilities', (skills, potentials), and that - by turning away from the homo oeconomicus model - there is *unsureness*. The cognition or non-cognition of unsureness brings out the ability on the one - or inability on the other side, to have entrepreneurial foresight and successful entrepreneurial action, or to have not. The ability to recognise or not to recognise depends on the aspect of perception. But this very high level of abstraction doesn't open the door for explanations, how this 'knowledge' and 'other capabilities' are specified; much less how they are coming into the world. For this reason, there is a need for explanation. Because, doing the entrepreneurial functions needs human action, and the handling of uncertainty needs human perception and foresight.

The turning to a *person* who is doing the entrepreneurial functions is indispensable by person's making his/her action and his/her decisions in the entrepreneurial functions explainable. This particularly under the aspect, that the orientation of entrepreneurial decisions is *not* solely shaped by the economic principle, but that under the aspect of behavioural-science perspectives there is also the question, *how* the act of human choices is created in fact (Schneider 1997:18).

This inclusion of - by behavioural-science perspectives (behavioural biology, psychology) shaped - explanatory arguments into a decision-oriented argumentation makes the interdisciplinary field of research for the meaning of 'doing the entrepreneurial functions' more visible. It brings perhaps out in an interdisciplinary research field, what it does mean to act with the basis of knowledge, individual labour force and individual capabilities, to deal with insecurity by earning the income. And this turn to explanation approaches, gives a concretion to which extent perhaps there are by the business economics *not* explainable parameters which influence the definition of the word 'entrepreneur' – a definition which is done by Schneider (1995:32) as a name for the particular characteristics which "[...] are attributed to persons in a theory about the human living together".

This consideration brings out - also nurtured by non-economic fields – the importance of the *human person 'entrepreneur'*, in that role this person has as practitioner in the entrepreneurial functions.

This is the basis – and perhaps the scientific additional value of this paper - for a try to open the door to other disciplines like for instance the psychology, in terms of the high level of abstraction which the doctrine of the entrepreneurial functions has. Such a try to work with interdisciplinary methods of resolution, is not new in the business economics – think on the psychological perceptions in the sector of marketing, or the sector of the human resources department. That is why it is wise to open the - till now more closed - door also a little bit in questions of the entrepreneurial functions, and to scrutinise how the *person, the human must be constructed*, to act with success in the entrepreneurial functions.

The interdisciplinary complexity the theme brings out, is the inevitable fact to work and to argue with an indeed limited but nevertheless mentionable number of different pillars

of argumentation - 'constructs'. This, by opening the door a little bit, which is signed by Schneider (1995:31) concerning the humans (entrepreneurs) as 'input of knowledge, labour force and 'other capabilities'. These pillars of argumentation are:

- entrepreneurial business economic competence and the thoughts (constructs) which bring out this competence
- the in the psychology of personality anchored differences in the human personality
- personal differences of behaviour under the aspect of the so called 'Big-Five' behavioural dimensions of the human personality
- the body of thought about the human self-concept

The three last-mentioned pillars of argumentation are meaning *the personality of a human* (the entrepreneur) and they are connected amongst another, as later will be visible.

So, the way is designed. Humans are acting in a different way by doing the entrepreneurial functions. And there must be reasons for this. That is why to determine the real existing circumstances about the becoming of entrepreneurial foresight in *theoretical* way as well as in a *practical* way.

The experiment at hand to get by research as close as possible to the question about the origin of entrepreneurial action and entrepreneurial foresight, is done to contribute to a later (in another step) development of tools, to prognosticate and to test in a reliable way the existence of a successful entrepreneurial action and of entrepreneurial foresight.

## **1.2. Relevant elements for the research about entrepreneurial action and entrepreneurial foresight in a hermeneutic way**

Necessary for the research wanted as deep as possible are a clear structure how to act and to proceed with the theme. So, first of all are standing all those from the interdisciplinary sciences as necessary filtered out facts in the foreground which may be elements for the explanation of entrepreneurial action and entrepreneurial foresight. So, a theoretical fundament perhaps can be spread out which then will be the ground for a comparison with the reality of "daily life" – which always happens without having a theoretical background in mind. For this, here three entrepreneurs are introduced, about who's entrepreneurial "daily life" later will be reported. So, the fact is given that the theoretical background spread out directly meats the reality in a way that both – theory and entrepreneurs - can fruitful complete another. That is the reason why here the research on basis of a hermeneutic approach makes a sense.

### **1.2.1 Configuration of research**

Starting with the entrepreneurial functions and their practice of doing by the entrepreneur, there is to carve out the question for the becoming of individual-related

entrepreneurial awareness as target of action, by doing the entrepreneurial functions. This question is combined with the questions about tools, by which awareness for entrepreneurial foresight and for entrepreneurial action can be created.

Thus, first of all *the business economic personality of the entrepreneur* is in the focus - with the by this person supposed competences for their business economic successful action - as the promotor of knowledge acquisition, and with this as the 'generator' of entrepreneurial foresight. This business economic entrepreneurial personality is critical to go through with a fine-tooth comb, also in a to substantiate interdisciplinary method of approach

This critical analysis means: Finding out facts in an interdisciplinary field, giving hints and explanations from outside of the business economics, how the presented business economic entrepreneurial demanded personality is formed, constructed, and influenced.

Here, the theoretical research will be about the differences in the personality. Beside personality differences in the sector of a) abilities and competences, there is to differ in b) the emotional cognitive sector and c) the sector of social behaviour (Weber and Rammsayer 2005:321 ff.). There are manifold different singular aspects which must be shown as 'influencers' by the influence on entrepreneurial action. Effects of the genetic heritage, neuro-scientific facts, the binding-experiences in the early childhood and youth, etc. will play a role.

Under the label 'the Big Five dimensions' must be named the factors (description-dimensions of personality): neuroticism, extraversion, agreeableness, conscientiousness and openness (for experiences). These are personality-traits, "[...] being in parts caused genetical or by the development of the brain, in other parts patterned early infantile, and being stabilised in their individual specificity early" (Roth 2013:32). Under neuroticism, extraversion, agreeableness, conscientiousness and openness again are summarized lots of singular traits, influencing the business-entrepreneurial personality.

The last here nearer researched brick having a possible influence on the business entrepreneurial action and foresight is the so named self-concept. The self-concept means "[...] the entirety of evaluation concerning the own person" (Mummendey 2006:25). Here too are a lot of different factors by which entrepreneurs and with this entrepreneurial action can differ.

Besides these theoretical considerations about the entrepreneurial personality, by three different interviews with entrepreneurs from different branches the preceding named theoretical facts will be confronted with the entrepreneurial reality. This is the necessary complementing part of this research-paper. So can be shown how sensible the multiplicity of personality differences and personality behaviour lead to different entrepreneurial action and foresight behaviour. The interviews are done with a tour operator, a real estate entrepreneur and the manager of a big zoo. The complete practical research and the interviews in the origin German language can be found in the annex.

By this explaining and completing each other regarding from theory and (with the interviews) practice and so showing with which complexity the shown theory and the practice are interwoven, automatically the best scientific format for this paper seems to be determined.

At the end, there is a trial to bring together in form of a balance the business economic demands of the entrepreneurial personality with interdisciplinary found out facts how the entrepreneur should be. This trial has not the approach to be somehow a model, but perhaps it can be the origin for the research further on.

### **1.2.2 A hermeneutic approach as research format**

To get close to this target - finding and understanding reasons for entrepreneurial action and entrepreneurial foresight - as near as possible in a genuine way, the report (and not judgement) about the three before mentioned in the entrepreneurial functions acting people shall be an important additional part of this script. So, giving with exemplifying citations from the with them held interviews, an understanding context to the academic considerations after having them worked out. The creation of a link to the practice, will thus be done by a hermeneutic approach as 'method of the understanding registration of life situations' (Raffée 1974:43). "Who is proceeding on a hermeneutic way, tries to explain interdependencies (and furthermore also contexts) in a way to retrace and to understand" (Kornmeier 2007:80). The question about the origin of 'entrepreneurial action' and 'entrepreneurial foresight' are the facts which must be analysed – and with this, these facts contribute to the question if a person can be an entrepreneur. It is a question which has a fundament for explanations in by the business economical and interdisciplinary proved circumstances. These in the literature documented circumstances are as 'knowledge' the fundament for the effort, to be enriched, to be equilibrated and to be substantiated by the in the interviews presented actual situations (Borchert et al. 2004:7). That is, what Lehmann (2005:38) describes as: "The method of the social sciences is to find approaches to their problems – to have a crack at the problems the social sciences emanate from".

Raffée (1974:43 f.) gives to the hermeneutic as the understanding compilation of life situations, some importance in the business economics by finding problem solving and argues further on: "The background for an understanding compilation of real situations, is the adequate knowledge of them besides" (Raffée 1974:44). That it is why it is indispensable to deal with precise life situations, as they are to be found in the reality. Entrepreneurial life situations, however, they are mastered in a good or a bad way concerning entrepreneurial action and entrepreneurial foresight - here the object of research -, are reflected in all enterprises in the daily practice. Hence, it is necessary to get sufficient knowledge about entrepreneurial action and entrepreneurial foresight. This knowledge can be gained - besides the in the following necessarily to develop theoretical background - only by having a direct insight into enterprises, trying to find

out how in these enterprises entrepreneurial action in the entrepreneurial functions and entrepreneurial foresight happens. Thus, perhaps by practical situations, an in this paper researched theoretical structure of the formation of entrepreneurial action and entrepreneurial foresight gets comprehensible.

The look into enterprises, there in special to get knowledge about entrepreneurial action in the entrepreneurial functions, was done with the three just mentioned interviews - three practical samples on basis of qualitative interviews.

Thus, the citation out of these interviews - with a friendly permission of the interviewees - has a demonstrating and the situation describing character, just in the sense of a hermeneutic procedural method. But it is the fact to point out, that dependent from the special level of consideration on the way through the theme, manifold the same citations will come into the focus. May be, this is an indication for the interwovenness of different levels of consideration and the by this shown complexity of the theme.

It is unproblematic - against the recommendation of Eisenhardt (1989:545): „Finally, while there is no ideal number of cases, a number between 4 and 10 cases usually works well“- to include into the reflection only three case examples, because by the examples no theories will be drawn up, also no verifications will be made. Only exemplifications will be done. Thus, the selection of the case examples was done correspondent to the recommendation of Eisenhardt (1989:537): „[...] given the limited number of cases which usually can be studied, it makes sense to choose cases such as extreme situations and polar types in which the process of interest is transparently observable“.

The selection of intersectional cases of report brings out for these cases only one common attribute: ‘the action in the entrepreneurial functions’. Besides that, they illustrate completely different situations, ‘how’ an entrepreneur can be – ‘polar types’. As there will follow as result no verification, falsification, construction of a theory, etc., this procedure has no influence on the results of the reflection.

As there is no formal evaluation of the interviews, but only a - in parts commented - ‘report’ in the form of citations from the interviews (exactly with the words of the interviewees), it is allowed that the selection of the citations was only done by the interviewer. Otherwise, the acceptance would not be existent, because by the subjectivity of sensation of only one evaluator of the interviews, there would arise doubts on the interview results found out.

### **1.2.3 The presentation of three entrepreneurs and their enterprises**

#### The travel business

The travel organisation is done in the legal form of a limited liability company. The entrepreneurial functions are processed by the managing shareholder as well in the company internal processes as in the activities on the market. About his profession, he

(approximately 60 years old) is a studied pedagogue and art historian. He is more an 'artist', with the practice of economic processes and contexts close only in so far, as this is necessary for planning, booking, calculation, handling the undertaken travels and to bring them to account. A planning forecast exists beside the organisation of the in the current business year to manage travels only in so far, as just in time there must be conceptual designs for the next travel season, which must be brought out to the market as offers. No plans for a long-term positioning at the travel market are done. Settled down in the market since about 25 years, the enterprise has long-standing - in the average age a little bit elder and in the standard of knowledge rather 'higher' - regular customers. Every year, between 30 and 40 travels are offered, with an in parts changing program in the segment of cultural and study travels. The recruiting of the travel clientele is practiced by speeches about the offered travels, an intensive flyer advertising, and a cooperation with institutions of further education, as exemplary adult evening classes. In case of need, the enterprise has several disposable tour guides besides the permanent employed staff of three members including the managing shareholder. By an otherwise not unpreventable insolvency, several years ago a second shareholder with 50% of the shares came into the enterprise. He is a business economist (with full power of attorney conferred on a single person) who's task is a consultative, without taking part into the day-to-day business. He had the chance to avert the insolvency. Meanwhile, the enterprise in a very difficult and by internet offers belittled market is back in a just as economic positive to name zone. Efforts of the consulting shareholder to make the enterprise more profitable by enlarging the travel offers and by a systematic - also by advertising - exploitation of new markets by enlarging the market segment, as well as with bringing new and innovative marketing strategies inside the enterprise, failed on behalf of the person of the managing shareholder. He is despite a difficult market situation satisfied with a profit situation, which brings out for him a just adequate conduct of life. Thus, there is always a situation between hope and trembling uncertainty, which gives with a basic trust space to the wishful thinking, that also in the next years there will be positive and just sustainable economic results.

To a visionary creative advancement of the enterprise, the managing shareholder is not able to gain access to, this also under the point of view that there is no idea about company's succession, and the enterprise will be sold one day to another travel organisation – or worst case will be liquidated. Arguments to strive nevertheless for enhancements of the enterprise, making it so more interesting and more valuable in case of a possible transfer, do not reach the entrepreneur. He is not open for such arguments. And this under the aspect that a higher market value of the enterprise would help him to avoid his very personal risk of poverty. He has no retirement provision at all.

#### The real estate management

The female real estate manager administers the entrepreneurial functions in a smaller medium-sized and owner-managed real estate company in the legal form of a limited partnership with a limited liability company as general partner. The enterprise works with the placement of real estate, as well as with the renting and leasing of real estate,

including the creation of operating costs clearings. The enterprise has four employed staffs. From these, two of them are - beside the managing member of the company - members of her very close family, her parents. Since many years, the enterprise is on an economic very stable road to success with a solid and permanent good profit situation. The success of the enterprise is mainly created by a trustful contact to a long-standing constructed clientele, but also by a very professional and seriously appearance on the market. Underlined is this seriousness by a big conscientiousness in terms of customer care, but also by the absolute will power to act with the wishes and problems of the clientele as quick and as adequate as possible.

Stabilising and the acquisitory potential of clients enlarging facts are a mouth-to-mouth propaganda by a satisfied clientele, and not mainly a special innovative acquisitory appearance on the market, or by affiliating new business segments, convenient to the structure of the enterprise. Indeed, there is a trustful admission to and the competence-based collaboration with real estate and investment counselling bureaus of regional commercial banks, and by this is existing a given recommendation. The reason for this is, that the entrepreneur had an apprenticeship in a regional bank organisation and that one of the in the enterprise working family members had a leading position in such a regional bank organisation in the past.

For the entrepreneur, it is very important to enlarge the enterprise not as fast as possible, but to do a cool-headed further installation of the enterprise, convenient to a slowly and adapted growing manpower.

With this, the enterprise is indicated by a big inner stability without being conspicuous on the market. Concerning her education, the managing shareholder is a banker, certified real estate specialist and jurist. As well as she got the leadership over the enterprise from her parents, she wants to give the enterprise one day to the next generation, to her son. That is, why she is interested in a very careful but active enlargement of the enterprise, which brings out a long-term stability of the enterprise in the market.

### The zoo-manager

The zoo-manager, about 57 years old, is a Master of Science in Management and doing the entrepreneurial function in a middle-sized German zoo for many years. The zoo is on the market in the legal form of a non-profit-making private limited company. Shareholders of the company are with 95% a regional union and with 5% the town, the zoo is situated in. The shareholders delegate the members of the supervisory board.

Yearly, the zoo is visited by a little bit more than 1.000.000 people, and with this, it is the biggest recreational facility in its region. The enterprise is in an economic very stable situation, and with this – against the practice of most of the German zoos – the zoo doesn't need direct communal subsidies to the operating costs. But for till now done and in the future planned big investments, for their financing there are municipal letters of

awareness. The cash flow is at every year so high, that from this the financing of needed big investments can be done - but also supported by regional permitted credit lines, by subsidies of the regional federal state of Lower Saxony, the European Union and several important foundations.

With a big success, the zoo-manager absolves this duty to do a very precise controlling, and besides that, to make accessible at every time new facilitation areas – this, for making an active sponsoring acquisition at enterprises of the region with mostly long-term facilitation acceptance. Besides, he analyses the monthly enquiries of the contentedness of the visitors; this, by doing the correct conclusions about needs for change in the animal presentation, for constructional activities, for new zoo-landscapes, for the improvement of the gastronomy, etc. This all, to hold the zoo at every time on a for the visitors interesting level by permanently new creative ideas, which are published by a very often reporting in the media.

So, by the zoo-manager besides the daily economic routine, in a very high degree innovative and creative tasks must be done. He must ‘forebode’ the future of what the clientele in their recreation time wants to see and to experience. And for this all, he has - very often years before - to create the right concepts and to initiate their realisation. The difficulty to manage this enterprise with success, is the development and creation of at every time new advertising strategies for fixing the visitors for more than only one visit with the zoo, and to make the zoo accessible to new first-time visitors. This is possible, by selling - concerning the price - attractive annual entrance cards and family cards, as well as by an intensive advertising in newspapers and social media. The radius, in which advertising is made, is about 150 km around the town, the zoo is situated in. Visitors coming from more than 50 km away, get price reductions on the entrance fees. The managing director has a zoo director, a qualified zoologist aside. That is a person with a commercial procuration. He is responsible for all animal affairs. In the zoo are working about 100 employees.

#### Delineation of the object of investigation on the background of the three entrepreneurs

There are presented three humans, who are doing the entrepreneurial functions in their enterprises in different ways, and thus, - how the delineations of the enterprises can show - with different motivations and courses of action, and with different success stories too. All the three presented persons are owning university degrees. This may indicate a probably adequate intelligence to act in the entrepreneurial functions with some success.

But also, if the by Schneider (1995:12 f.) stated and researched unequal distribution of knowledge of course will bring out for the three presented entrepreneurs different entrepreneurial action and different entrepreneurial foresight, the by Schneider also named, but more in the background standing facts of an unequal will and an unequal ability must be paid attention for.

Schneider (1995:13) gives the indication: „Just as the psychical dispositions are different, facts and theories are noticed in different ways, different expectations about

strange incidents will be built". There is also this term of 'other power', he brings in into his prescribed terminology for the fact of decreasing income insecurities: "Everybody is an entrepreneur of his knowledge, his work force and his 'other power', having the insecurities of earning an income in the view" (Schneider 1995:31). But, concerning the ongoing nearer to research facts about the entrepreneurial functions, the business economic doctrine does nothing tell about the influence of this 'other power', which is settled with the words of Schneider beside an unequal distribution of knowledge in a will and an ability.

The doctrine about the entrepreneurial functions gives no answer on the question, why the three presented entrepreneurs are acting completely different in the entrepreneurial functions, and - grounded on their 'other power' - how the entrepreneurial success will be by their entrepreneurial action.

The business economics cannot justify **why** - concerning the presented entrepreneurs who are doing the entrepreneurial functions in their enterprises –

- the entrepreneur of the travel organisation is perhaps not able to act with a planned foresight and is not open for new and creative ideas.
- the real estate entrepreneur is more very conscientious and works in a very careful and reflected way.
- the zoo-manager perhaps has this for his action necessary important big potential capacity of creativity, to bring the zoo with foresight into the next future.

These are 'why-questions', on which can't be given an answer concerning the unequal distribution of knowledge in the sense of Schneider: " Depending on the education of a person, on the professional background, the knowledges of the person about facts, theories and expectations for strange incidents are different" (Schneider 1995:13).

How to show, the presented entrepreneurs need beside this by Schneider truly stated knowledge on which i. a. their skills are built up, some more: namely the *capability for awareness and perception*. And the capability for this, again is linked up with the individual 'other capabilities', which must be researched nearer to get explanations for entrepreneurial action and entrepreneurial foresight - well-grounded in the entrepreneurial personality - which bring out more concrete results, as this is done by the doctrine of the entrepreneurial functions. That means, that perhaps psychical dispositions must get an explicating significance for the explanation, *why* the entrepreneur acts in this manor, *how* he is acting: *Why* the three presented entrepreneurs forced by their personality are acting in the entrepreneurial functions as described in their profiles.

## **2 The business economic way to entrepreneurial action and foresight – it's borders and reflections about an interdisciplinary demand**

The basis for a tentative explanation about the preceding presented why-question is - beginning with the doctrine of the entrepreneurial functions as a very high degree of

abstraction of entrepreneurial action - the engagement with the *person* of the entrepreneur in general (representative the three presented protagonists), the question about the gain of insight by the *person* of the entrepreneur, the significance of the phenomenon of perception, and the demand of business economic requirements on the person of the entrepreneur.

## **2.1. Business economic entrepreneurial functions and the positioning of the entrepreneur**

“According to the action theory process model of entrepreneurship, action is the key success factor in entrepreneurship. All other psychological or contextual factors influence entrepreneurial performance indirectly through action or moderate the effect of action on entrepreneurial performance” (Saladaña-Lugo 2023:139).

Showing entrepreneurial action, is until today closely linked with doing the . already multiple mentioned - entrepreneurial functions. This is particularly evident in the professional literature of Schneider (1995:33), who - without going inside this - works out three entrepreneurial functions. Ment are the functions describing the original line of action of an entrepreneur: “ (a) the occasionally adoption of income precariousness of other persons as the institution constituting entrepreneurial function, b) searching for arbitrage profits and speculative gains as information from outside getting function, and (c) enforcing of changes as the institution preserving function inside the organisation”. With this, Schneider (2011:60) defines the term ‘entrepreneur’ in the sense of the theory about the singular economics of the institutions as something like a name or a function indication for those, who are doing inside the theory about the human living together particular (entrepreneurial) tasks.

Beginning with this situation there is to scrutinise which position entrepreneurial functions have in the business economics today; where the entrepreneur as stakeholder in the entrepreneurial functions is to be found, and how he can practice the entrepreneurial functions: that means, which insights and which tools he needs to do this job.

### **2.1.1 Presentation of the entrepreneurial functions**

As proclaimed by Freiling and Wessels (2010:324): „ The insufficient and not on the situation adopted practice of singular entrepreneurial functions effectuates [...] by a limitation of competitiveness a process into the direction of entrepreneurial failure”. This should be a hint to deal more intensive with the essence of the entrepreneurial functions. Not in vain, Freiling (2008:45) brings out the question about the “nucleus of entrepreneurial thinking and entrepreneurial action”, and with this, shades more open as Schneider: “who - as Freiling writes (2008:45) - is doing the entrepreneurial functions,

constitutes the reason for the formation and the preservation of enterprises over the time”.

But Freiling as well as Schneider emphasise the overriding importance of entrepreneurial functions as those, behind which the entrepreneur as practitioner seems to appear in the background in a sense as formulated by Hering and Vincenti (2008:32): “In the sense of a functional definition, in principle the entrepreneur as practitioner is initially viewed as *that* business-person, which executes certain entrepreneurial functions”. That is correspondent with the by Schneider (1995:32) made statement: “The role, the entrepreneur plays in the singular theory of economics, gets the name ‘practicing entrepreneurial functions’ “.

Like Schneider, also Freiling means that enterprises can only come successful on the market and can exist with success on the market, if there is a tuned interaction between the entrepreneurial functions. So, the view of Schneider (1997:55) is in the foreground, who defines the term ‘enterprise’ as a name “for processes in the enterprise, put in order by the structure of the enterprise and it’s regulars”.

Freiling (2008:47 f.) explains the entrepreneurial functions on the by Schneider done basis as following, and with this, he purports the frame how the entrepreneurial functions should be understood in this script: There are in the enterprise three big task areas by which an enterprise as a system of productive potentials can be indicated. These are the task areas: system renewing, system usage and system validation. Behind these task areas are each standing entrepreneurial functions, how they are visible in the following figure 1. That are the functions of innovation, coordination, arbitrage and risk management.

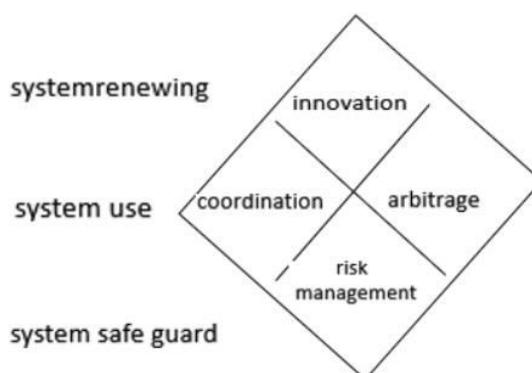


Fig. 1: Classification of the entrepreneurial functions in the context of the formation of an enterprise  
Source: Freiling 2006:91

From these four shown entrepreneurial functions, the innovation function serves to the system renewing, to make the enterprise infrastructural capable of competing at any time, best case also to bring new things cutting-edge on the market (Freiling 2008:48). The coordination function and the arbitrage function are related to the system usage. The coordination function refers to the process inside the enterprise, including the cooperation partners. “The internal coordination refers to the processes of creating goods and services, and with this, secures the smoothly process. Above all, the

coordination function serves to develop the motivational potentials of the enterprise” (Freiling 200:48).

The arbitrage function doesn't look at the internal process of the enterprise, but this function is oriented to the installation und the maintenance of customer relations, the preparation and the completion of sales. “In summary, the generation, the cognition und the exploitation of opportunities of the market are allocated to the arbitrage function” (Freiling 2008:48).

By the two functions of system usage (coordination function and arbitrage function) are found out the urgently necessary perspectives of a business management in a common theoretical conception by the model of the entrepreneurial functions (Reckenfelder-bäumer 2001:160).

The sector of system validation by Freiling (2008:48 f.) is signed by the entrepreneurial function of risk management. This function enables the possibility of realising und finding out dangers by insecurity and the evaluation of these dangers. So, a judgement concerning a risk assumption and a diversification of risks should be possible.

Of course, the entrepreneurial functions are not standing isolated each for itself. They are done in an interacting way amongst another. Accordingly, Freiling (2008:49) names the term of entrepreneurship a “doing the presented entrepreneurial functions”, this with a clear hint on the component of a proactive action. The entrepreneurial functions adumbrate the ‘playing ground’ on which the entrepreneurial person is acting.

The abstraction from the *person* of the entrepreneur is significant, by speaking about ‘entrepreneurship’. Here, Freiling is on the same line of argumentation as Schneider. They both see the nucleus of entrepreneurial thinking and entrepreneurial action in the practice of the entrepreneurial functions. And with this, they place the person of the entrepreneur minimum not in the first row. This is particularly visible in the definition of the term ‘entrepreneur’ by Schneider (1995:31), who finds out as prescribed terminology: “Everybody is with regard to uncertainties of income acquisition an entrepreneur of his knowledge, his labour and his abilities”. And with this, in principle everybody is an entrepreneur.

With certainty, the entrepreneurial functions must be done, so that an enterprise can be run. But with this, there is *no conclusion* about, in *which manor* they are practiced, if they are well or bad done, what a ‘good’ or a ‘bad’ practice means at all, and which are the consequences by doing the entrepreneurial functions.

Even if the doctrine of the entrepreneurial function as delineated above, puts in front the pure doctrine of the functions to those who act in the functions - namely humans -, so the question must be allowed, *WHO* on basis of which abilities is doing the entrepreneurial functions. Because: enterprises are not administrated by themselves, and

they do not act from alone. The question WHO, the personal relation, brings out at once conspicuous features which are linked up with the high abstraction, the above standing definition of an entrepreneur brings out.

## 2.1.2 The importance of the entrepreneur for doing the entrepreneurial functions

Freiling (2008:45) sums up: "Similar like for von Mises, for Schneider the practice of the entrepreneurial functions is not bonded to the person of the owner-entrepreneur. It is much more making sure that in the mentioned enterprise, the entrepreneurial functions are factual done. Though, in principle all people can do such functions".

This points out that there must be *humans* who are doing the entrepreneurial functions, that these functions are not done by themselves and from alone. It is open if these humans must be owner-entrepreneurs or employed managers. The existing difference between 'entrepreneur' and 'manager' should only be mentioned in so far in dependence to Schneider (1995:32), as an owner-entrepreneur by himself does the entrepreneurial functions; but a manager is a person, the entrepreneurial functions are assigned to.

Schneider (1997:106) argues this esodic way to the person, by looking *beside* the preceding abstract concept of the entrepreneurship as something like an encompassing parenthesis (in the sense of Freiling), also to the singular person of the entrepreneur: "Leading a company, means persons, company management as part of their activities: corporate governance means doing the entrepreneurial functions by a company management. Every practice doing the entrepreneurial functions, needs a decision-making process as well as a process of will implementation by own action and by instructing others, to do this or that. Who is doing the entrepreneurial functions based on own decision-making and by decision implementation in the organisation of an enterprise, is leading this enterprise".

Like this, are also the arguments of Hering and Vincenti (2008:32) by naming the entrepreneur as an economic involved person who is doing certain entrepreneurial functions.

The following figure 2 ,entrepreneurial functions, entrepreneurship and success' indeed shows the relation between the entrepreneurial functions and the business success, including the independent variable of the configuration level and the dependent sphere of action. However, there is no statement how a person must be constructed, to act on the configuration level in a way which brings out am minimum acceptably business success.

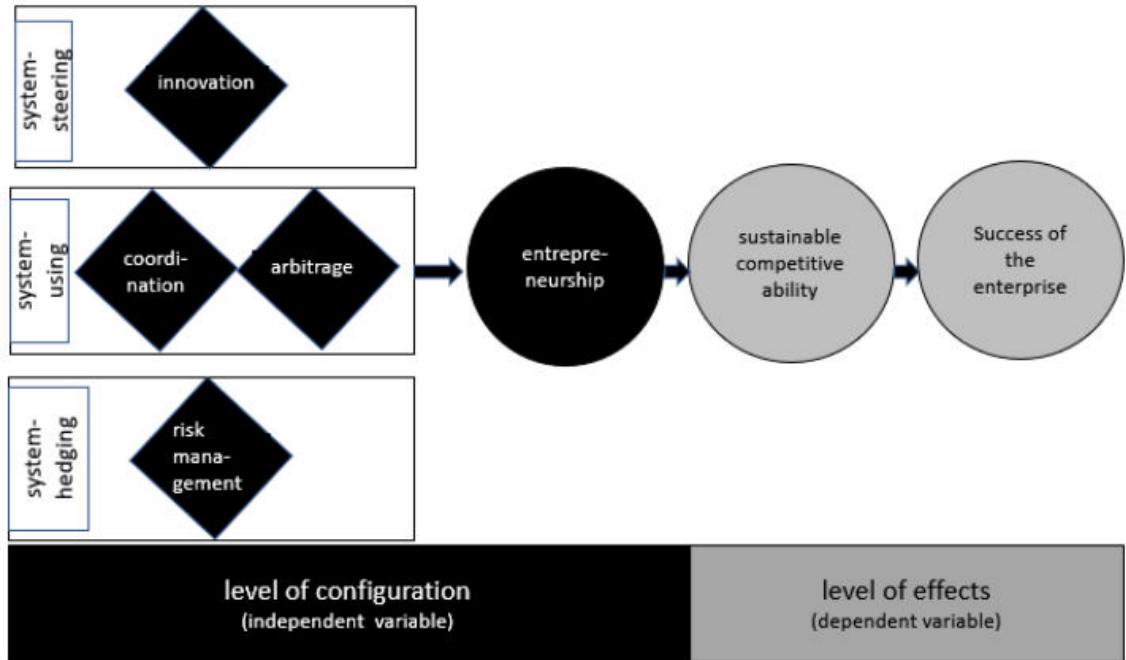


Fig. 2: Entrepreneurial tasks, entrepreneurship and success

Source: Freiling 2008:49

Doubtlessly, the behind the entrepreneurial functions standing persons, can fulfil these functions good or bad, and with this, influence the sphere of action. “Like an actor, who can do the role of Hamlet good or bad, and as human can embody many or only little characteristics of that fabled Danish king, as less entrepreneurs as persons may recognise and fulfil those tasks, doing the entrepreneurial functions longs for” (Schneider 1995:32)

Ebner (2002:615) points out the entrepreneur as following: „The entrepreneur in the sense of Schumpeter is the ‘internal supporter of the variation mechanism’ of capitalistic economic activities”. And this is a very clear indication to a *person*. Ebner (2002:612) also writes: “Schumpeter’s theory of development describes different types of corporative actors, by which the economic process of development is signed. In the foreground is standing the entrepreneur, who’s function is as an internal incitement of development to enforce technological an organisational innovations”. With this, Schumpeter very clearly refers to the human and his action.

But Reckenfelderbäumer (2001:167) also doesn’t let the person of the entrepreneur out of consideration. This under the aspect, that he in principle abstracts the analysis of the entrepreneurial functions from the personality of the entrepreneur. But he also points out, that there is not at every time a clear separation between the entrepreneurial functions and the person and the personality of the entrepreneur: “Personal and functional aspects are very often mixed with each other. Finally, that brings out a not in real clear view about the economic importance of the entrepreneur in the market process” (Reckenfelderbäumer 2001:168).

Reckenfelderbäumer (2001:157 f.) points to the approaches of the New Austrian Economics, by which the importance of the entrepreneur in the market processes is a bigger one, and by which a relation between the competitiveness of an entrepreneur and his individual entrepreneurial abilities is constructed.

So, obviously the *individual entrepreneurial abilities* in the market process could play a role in a form, that doing the entrepreneurial functions *not* automatically - as in under the headline 'entrepreneurship' in figure 2 presented scope of effect - brings out success but is dependent from acting persons and their individual abilities. So, there is the imperative of acting **humans**. This corresponds to the singular economic theory of the institutions, which do not see the knowledge and the abilities of the actor as given from outside (Reckenfelderbäumer 2001:181).

## 2.2 Awareness as action parameter by doing the entrepreneurial functions

A premise to act - at least consciously - is *knowledge* – this, to bear the decisions, actions are followed by. The term of knowledge must be understood in the sense as used by Probst et al. (2012:23): “Knowledge means the entirety of skills and abilities the persons apply for solving problems. Knowledge is supported by dates and information, but in the opposite to these, at every time knowledge is bonded on a person. Knowledge is constructed by individuals and represents their expectations about the relations between cause and effect”.

An essential precondition for entrepreneurial action, thus is to win findings, to generate knowledge based on them; and then doing decisions on basis of valued and reflected knowledge. This is formulated by Mandl and Hense (2004:4) more general as a demand on a society of knowledge and not only reflected on the person of the entrepreneur. They complete their arguments in the way that the singular person must be “empowered for a self-contained information search and a responsible usage of knowledge”, and with this, also an entrepreneur. With this, the entrepreneur needs insights to get by this action parameters for doing the entrepreneurial functions.

As shown, that are humans, standing behind and doing the entrepreneurial functions. It is negligible, the persons who are doing the entrepreneurial functions are owner-entrepreneurs or hired managers. As also shown, these persons need for their action and the factual practice of the entrepreneurial functions insights, which are pre-connected to the circumstance of action.

A definition about what insights (awareness) are, goes beyond the scope of this script as problems of the philosophy, related by Brülisauer (2008:22) to two groups: “The problems of the one enfolds considerations concerning the cognition about what is and what we find in the world as facts, the other enfolds considerations about what shall be, that means about how we have to behave with ourselves and with others”.

Certainly, these thoughts contain the challenge to a process of realism, which must be connected upstream by doing the entrepreneurial functions, and with this also of the entrepreneurial action: *To be able to recognise and analyse an as-is state, and to deduce a possible target state about what can be - and then after the occurred analysis, acting in an entrepreneurial manor in such a way that the analysis-results influence the doing of the entrepreneurial functions.* By this, the person (entrepreneur, manager, group of persons) who is demanded to notice and to analyse something, will a) come into effect with the results of analysis on the ground of the entrepreneurial functions, b) gets an important role, giving to the entrepreneurship (fig. 2) a more specific spotlight than ‘only’ doing the entrepreneurial functions.

The anticipation of a target state, concerning a real implementation in doing the entrepreneurial actions, can bear dangers. They need a proximal commentary. It is not possible to exclude these dangers, as well as a human - and with this entrepreneurial - action is at least by part the result of conscious thoughts, arising by the coalescence of necessity and freedom (Martin 2011:9).

### **2.2.1 The contents of awareness concerning insecurity, uncertainty and risk**

The dangers of entrepreneurial actions are justified in the fact, that there is even not a homo economicus – that player “acting own-interested (a) and with rationality (b), is maximising his own benefit (c), is reacting on restrictions (d), has established preferences (e), possesses complete information (f)” (Franz 2004:2).

Kirchgässner (2013:17) names this picture of homo economicus as a consistently distortion, because individuals even do not act with complete information and must come to decisions. And by this fact, the complete rationality which adheres to the homo economicus, is on the testbed, because there is no complete information.

At the same time, also under the aspect of a rational action, there another fact gives substance: “The decision-making situation of a singular individual is essential described by two elements: by individual’s preferences and by restrictions” (Kirchgässner 2013:13). By this, the freedom of the action of individuals is restricted. Individuals do not know possibilities of decision making exactly, and that is why determinations how to act also are knotted with by future expectations leaded pressures (Kirchgässner 2013:13).

With this, entrepreneurial decisions are adhered with an ‘element of future expectation’. But this is an element, which even ‘only’ represents expectations. And expectations imply coaction of chances and risks. Expectations are knotted with an imperative for action: “Either you want to know what do, or to find out what to preclude” (Horn 2010:13). But in every case, that are perceptions, which trigger actions, based on the with the

perceptions knotted expectations. And, by the way, also to act not is an action based on insight.

But as there is even not the complete information as to homo economicus, perceptions must be incomplete, and with this, “every intentional human behavior is to explain as a by preferences leaded individual adaptive behavior” (Kirchgässner 2013:18). The reason why such a behavior bears dangers is the always incomplete information, the behavior is based on. And such dangers - to which also underlies entrepreneurial action in the entrepreneurial functions –, can be named as *insecurity, uncertainty and risk*. Perceptions as an incitement of entrepreneurial action can be afflicted with dangers. And that is why, this fact is to curtail conceptual more concrete.

Following to Schneider (1995:12), insecurity is based on uncomplete knowledge. He presumes also that there is even no complete knowledge about facts, theories, expectations and personal affinity of a homo economicus. “The term insecurity we only refer to incomplete knowledge about, which achievement of goals will come out after doing this or that action” (Schneider 1995:12). To be able to schedule entrepreneurial visions, is limited by insecurity. With this, the insecurity also is an element which must be in calculation by doing the entrepreneurial functions.

Acting in insecure areas, the entrepreneur is demanded to make decisions “as well how to act under insecurity, also as how to handle the insecurity” (Neumer 2009:6). “Insecurity by doing decisions is existent under the aspect that it is not known which of all possible wider environmental situations will occur, which consequences will have the realisation of a specific chosen alternative” (Neumer 2009:9).

That’s why it is to say that as actor in the entrepreneurial functions, the entrepreneur comes to the fore. And with this, the question how he deals with insecurities, because: “But it is exactly this unformed nescience, letting appear the future as open, full of insecurities and dangers, but also full of chances and options” (Elbe 2015:13). Insecurity, the entrepreneur must overbear with the greatest possible extent, doing the entrepreneurial functions permanent with success. But this completely will never work, because particularly by the complexity of crucial correlations, insecurity never can be eliminated completely (Neumer 2012:38).

Insecurity is always concentrated on situations of the future. And handling these situations, applies to the entrepreneur very personal, and depends on his personal position to the theme of insecurity: “In summary, our conscious of the future and our ability to formulate and act on goals for the future is strongly influenced by our needs for security and adventure. Both sets of needs exist in all of us, but if our security needs become too powerful, we limit, if not totally repress, our openness to the future” (Lombardo 2008:26).

In every case, insecurity is something, the entrepreneur is extremely influenced by, doing his entrepreneurial functions and the with this bonded attainment of insights. Because in the moment of planning, he doesn't know what can get when reality, and whether what was supposed as one of many possible planning situations of the future, really happens. Or whether perhaps also a future can happen, having not been known in the moment of planning (Schneider 1995:12).

Schneider (1995:12) interprets the term of *uncertainty* as a subset of insecurity. He speaks uncertainty about, if it is indeed known that a planned situation will happen, but it is not clear which situation that will be. With this, the term of uncertainty is closer defined. But nevertheless, for uncertainty is valid as well as for insecurity, that results of entrepreneurial action are not predictable, and that occurrence probabilities cannot be prognosticated (Beckert 1996:132).

Just by this, for the entrepreneur occurs the necessity to strive for getting a maximum of new insights, and this for curtailing the quantity of as possibility planned situations. By occupying oneself intensely with uncertainty, the entrepreneur gets new insights about the future. And what there is fundament and difficulty at the same moment by getting new insights, this at once brings out a statement about, how the entrepreneur should act: "The paradox between seeking information about the future, and the uncertainty of the future can be overcome by exploring the differences between empirical and interpretive knowledge. Empirical knowledge about the future is difficult, if not impossible, to come by; by contrast interpretive knowledge is obtainable, because it is a fundamental human capacity with intrinsic spiritual dimensions" (Robinson 2001:556).

Insecurity as well as uncertainty, can create entrepreneurial mistakes by the fact of the failure to differentiate between right and wrong preconditions for an action, and to recognise what at all is necessary to initiate a correct and future minded entrepreneurial action: "The structural characteristics of uncertainty prevent rational decision in the sense of the economic theory" (Beckert 1996:135).

Concerning insecurity and uncertainty, the difficulty is reasoned in the fact, that the entrepreneur must do the entrepreneurial functions on a background, to which possible changes simply cannot be known. Exactly, this brings out the necessity for a preferably comprehensive gain of new insights, to structure insecurity and uncertainty as small as possible for the entrepreneurial action.

Not so as with insecurity and uncertainty, it is another thing with the term of risk. "[...] 'risk' applies specifically to a situation where the probability of the outcomes is known" (Hadfield 2005:4). Speaking about risk, with this is no longer meant a situation of complete insecurity.

So, concerning the term of risk, Schneider (1995:12) speaks about a dimension of idealised insecurity; the variation around the expectancy value of a command variable.

Different from insecurity and uncertainty, concerning the risks, the occurrences are known by which entrepreneurial action is necessary. But not known is the occurrence probability. Beckmann and Müller (2011:2) argue the difference between uncertainty and risk in a way, that uncertainty has too little empirical values for unique possible situations, to specify quantitative incidence rates. They refer on Knight (1921 in 'Risk, Uncertainty and Profit'), who allocates logical and empirical probabilities with the term of risk. In the opposite, estimated probabilities get connected with the term uncertainty.

"Strictly spoken, situations of uncertainty and risk are not comparable, because the knowledge about decision relevant probabilities brings a completely new quality of information into the play. Speaking about decisions under risk, there is at every time presumed to know, which incidents really have a decision relevance as well" (Martin 2011:62). That's why the entrepreneur must do efforts, to bring insecure and uncertain situations minimum into a risk situation. Because doing the entrepreneurial functions on a basis of 'predictable insecurities' will be rather possible than decision on the 'basis of knowing nothing'.

The discussion about insecurity, uncertainty and risk brings out that the entrepreneur for overcoming this, must win new insights. And these winnings of insight are going ahead to the action in the entrepreneurial functions, and so are reasoned in the person of the entrepreneur (manager, leading group of an enterprise); a person, who has to have foresight by doing the entrepreneurial functions. Only by gaining insights, the entrepreneur can break free from a situation in which the "knowledge is perceived as absent, incomplete, irrelevant, insufficient, inaccurate, ambiguous, inconsistent, fragmented, manipulated, complex or otherwise limited" (van Asselt et al. 2007:669 f.). That's why there is a big importance to experience more about, in which way the entrepreneur gets insights for doing the entrepreneurial functions.

## 2.2.2 Ways to win insight

To be able to do the entrepreneurial functions and bonded with this also to be able to make conclusions about the future, awareness is necessary. And this about the past, as well as about the present and the future. Awareness (insight) comprehends a process of perception which ends in a result of the perception. As already quoted with Brülsauer (2008:22), it is necessary to notice what is about, and what is more to reflect by perception about what shall be. That also applies to the entrepreneur, willing to recognise something. Thus, perception includes the dimension 'analysis of the present' as well as 'information retrieval for a forecast'.

Although, the question may be asked, if this process of perception necessarily must be done systematically - as Kornmeier describes for the sciences - and if the entrepreneur really is able to bring the sum of his findings into a context of justification (Kornmeier 2007: 4 f.), or if entrepreneurial actions don't work very often much more undifferentiated

- and with this do not go on the path of a philosophy of science. Nevertheless, Kornmeier's statement is right, that empiricism (and entrepreneurial action is a part of empiricism) and the theory in the business economics do not get along without another (Kornmeier 2007:43). He brings the theory and the economic business practice on an equivalent coexisting standing. In so far, concerning new insights, the entrepreneur has falling back to the results of the business economic theory.

That's why it is important, to let the three in chapter 1.2.3 presented entrepreneurs speak in their interviews not only isolated from a theoretical fundament, but by getting a cross-fertilising common nutrient medium for the research about entrepreneurial action and entrepreneurial foresight, creating a connection between a theoretical matrix and the by empiricism won statements.

Just here, is constituted a hermeneutic approach of research for with foresight afflicted entrepreneurial action in the entrepreneurial functions, because: for doing the entrepreneurial functions, the entrepreneur in his status as this, doesn't practice sciences in the sense of the preceding systematic perception. But to win insights, he possibly uses - by deduction or induction - scientific won hypotheses. Thereby, the entrepreneur - a human with humanely nature - acts in a way, as Kornmeier (2007:80) describes as 'method of an understanding way of life', the characteristic of hermeneutic: "Who is proceeding on a hermeneutic way, tries to explain interdependences by retracing and understanding them. Representatives of hermeneutic examine sentences and their meaning in a context. They act on the assumption that the singular can only be understood by the whole, and vice versa."

By understanding in a cognitive way, then there is knowledge available, by which decisions are triggered with afterwards following actions – actions being discharged into doing the entrepreneurial functions (Neumer 2012:53).

Thereby, cognitive faculties of the entrepreneur are coming into a certain focus; by Neumer (2012:53) described as newer empirical findings for decision-making: "Here are brought empirical observable phenomena of body ken, know-how and implied knowledge into the focus, and are systemised as relevant resources of insight for decision-making processes. In the consequence, successful decisions are not done only in a rational-logic thinking, but also by action".

Grounded on the preceding considerations and the fact that for having perception, the entrepreneur as human being is demanded, the term of cognition should be considered as cited by Lombardo (2008:27): "The term 'cognition' refers to all those psychological processes involved in the acquisition, storage, use, and creation of knowledge - cognition is knowing. Cognitive processes include perception, learning, memory, imagination, conceptual and abstract understanding, thinking and language".

Here comes out a clear direction to the entrepreneur, to the human being, who in principal can do the entrepreneurial functions on the ground of insights. And that makes the

entrepreneur as human being to the object of investigation as ‘motor’ of entrepreneurial action. “Therefore, entrepreneurial cognition and enactment are key first step for encouraging entrepreneurial activity” (Colwell and Narayanan 2010:299).

Despite a now presented definition about cognition, it is to point out that the term of cognition as one of the core-terms of entrepreneurial action certainly is not concluding determined. Not in vain, Amsteus (2008:54) points to the fact that there is no in general accepted answer about the subject of cognition.

After documenting the question for (entrepreneurial necessary) cognition generally, and after concerning to this, a focusing to the person of the entrepreneur was done, the question about from where the entrepreneur gets his insights comes out automatically.

### 2.2.2.1 Entrepreneurial insight-gains by knowledge from information

The entrepreneur needs information by which knowledge can grow on the way to get insights for his actions. The entrepreneur needs information from inside of his enterprise, but also from outside, to act in the entrepreneurial functions. That information are the sign and data based starting point for entrepreneurial action, shows the following by North (2005:32) used figure (fig. 3):

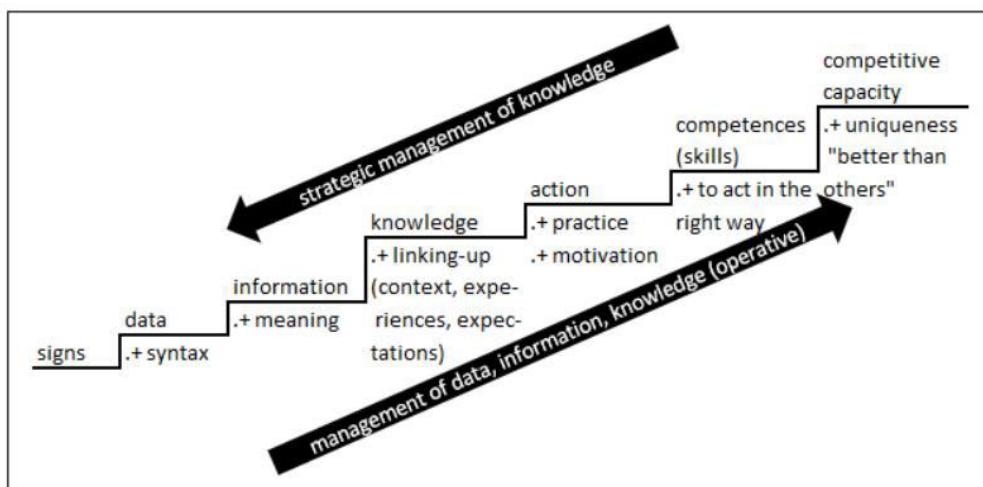


Fig. 3: Step of knowledge  
Source: North 2005:32

The status of information is created by the fact that existing respectively noticed signs and data are established in relationship to other data, questions, problems, surveillances (syntax), etc.

Thereby, the question comes into focus how the entrepreneur reaches information, by which he can recuperate knowledge and action. What is although considered as information, is e.g. described by Wesseling (1991:19) with his verbalisation that

information a) are more than only a data transport – but a process, b) person's changes of knowledge are interlinked with information, c) lead dependant from the subjective state of knowledge of a person to a change of his/her knowledge, d) are referred to a concrete problem. “Information in their character is process related, knowledge changing, related to a subject and not to objectivity” (Wesseling 1991:19).

It gets obvious that information as basis for knowledge and action, then can create entrepreneurial competitiveness. Related to entrepreneurial action and competitiveness, it makes a sense, limiting the otherwise widely spread conception concerning knowledge (implicit knowledge by routines, processes, experiences, habitudes and knowledge won by papers, data files, internet) in the way, as Helm et al. (2007:213) did: “It is only to look knowledge at, improving the processes of creating goods and services as well as the performance by itself, and thus brings out a direct reference to the business activities of enterprises”.

With this, all four entrepreneurial functions are quasi meant, to which the entrepreneur by doing them has to bring inside his (entrepreneurial usable) knowledge.

As delineated before, the entrepreneur gets his knowledge and with this his insights for action (or also non-action) by information. But with this, is yet nothing said about, HOW the entrepreneur gets the necessary information. It is only known that he has information needs in doing the entrepreneurial functions in the with this bonded scope of duties. He needs this information to accompany and influence the planning, management, organisation, control, bookkeeping e.g. in a leading and target-oriented way. As well as he must achieve information-gains by observation, he is needy to observe based on the information-gains what happens in the enterprise. By observation, the entrepreneur creates information, allowing him the construction of his management decisions (Bardman 2011:448), by which a wise action in the entrepreneurial functions gets possible.

Grümer (1974:26) denominates the supervision “as a method which is directed on a target-oriented registration of perceptible facts, in which the observer behaves passive against the object of observation, and at once tries to systemise his observation and to control the singular acts of observation”. But that for alone is not enough for entrepreneurial information retrieval, because supervision means target-orientation, systematisation and control. But so, the ‘impressions’ are not looked for, the entrepreneur records in a moment, in which perhaps they will not have a relevance, but are able to get this in a later moment absolutely.

As a wider defined term, here perhaps *perception* comes into the foreground. Perception can be defined as “information about sensual (evident) facts in our world, the environment and the own-corporal region” (Scharfetter 2002:190). Kulbe (2009:73) specifies: “Perception can be defined as a bio-psycho-social process, by which the human gets information from his environment (external perception) and from his

emotional-psychical world (inner perception, emotional world), creating his own individual reality by these two forms of perception (world-outlook)". For this reason, perception has a lack on target orientation and systematic of the surveillance. Nevertheless, perception is not a passive process, but an often by preconceptions determined and expectations regulated recording of - by human senses - data picked up. Thereby, it gets obvious again, that doing the entrepreneurial functions, a human - the entrepreneur - is necessary, who as 'motor' brings in the information which - transferred in action - are the essence of doing the entrepreneurial functions: "The entrepreneur is a person, not a team, committee or organisation. This person has a comparative advantage in decision making and makes decisions that run counter the conventional wisdom either because he has a better information or a different perception of events or opportunities" (Hébert and Link 1989:47). And, as the entrepreneur is a person, his entrepreneurial ability for perception and the by this coming out results, is seen as the key effect, starting entrepreneurial action (Colwell and Narayanan 2010:299), and with this allows doing the entrepreneurial functions.

So, the question how the entrepreneur gets by information fed knowledge - his insights - for doing the entrepreneurial functions, has an answer by only one word: by *perception*. It is caused by this result, that the entrepreneur is demanded to connect by perception won insights, making entrepreneurial action and entrepreneurial foresight possible.

#### **2.2.2.2 Combination of won insights by the entrepreneur: the way to entrepreneurial foresight**

Implanting the results of combinations into his enterprise, the entrepreneur must combine perceptions. With this, he is doing a not knowledge-based preview. Much more, that is an activity, "after having done, we will know about what *can* happen" (Tiberius 2011:46). Linked with this, is a movement away from insecurity and uncertainty to risk. This is in so far a progress, that things get more predictable in the sense of a 'constriction' from insecurity to uncertainty and risk. The entrepreneur needs future-oriented perspectives. Thinking ahead as a learning process is demanded, having an existence in the future (Cuhls 2011:193).

The entrepreneur needs a toolbox he can dig deep in, to make occurrences - got from insights - visible, and transporting them notional into the future: "It must be a part of a more general toolbox that allowed us to escape from the present and develop foresight" (Suddendorf and Corballis 2007:303). Tools like that, facilitate to open decision possibilities by the process of perception there, where without this process blindness would dominate (Hayward and Voros 2005:4).

The question appears, which tools should contain such a pictorial toolbox. If this toolbox for all entrepreneurs would contain completely identic tools, there could be the idea about an identic success or failure in their markets. Imaging two completely uniform

enterprises, leaded by coeval entrepreneurs, identical in all like monozygotic twins, having the same education and the same experience of life – there it is however not attenable, their toolbox will be filled with exactly same tools. The enterprises will have different developments. This fact is caused in the probably different perceptions of the entrepreneurs, leading probably to different entrepreneurial actions. Because human metacognitive processes are not running congenial, but they are individual-related: “Metacognition is the capacity of the individual to understand their thinking or behavior ‘as an operation itself’, and thus to see themselves as not only having agency over their behaviours but also agency over the thinking that precedes behaviours” (Hayward and Voros 2005:5). Thus, that are metacognitive processes, interconnected with perception and by this, starting entrepreneurial action by the functions of thinking, combining and reacting.

This process, recognising possibilities by entrepreneurial perception, combining and starting actions, has in the following the term of entrepreneurial preview, ergo *‘entrepreneurial foresight’*. “The entrepreneurs, like the foresight practitioner, needs ways for seeing or perceiving with broaden and deepen awareness of what is in our environment that we are currently blind to” (Hayward and Voros 2005:14). The metacognitive processes of perception are complemented by metacognitive knowledge. (Baron 2013:76).

**Entrepreneurial foresight is the individual personal ability for perception and bringing the results of perception under the restriction of ‘bounded rationality’ into actions, by reason, doing the entrepreneurial functions.** With this, entrepreneurial foresight is a component of entrepreneurial action.

Bounded rationality reflects on the fact that an individual decision-maker never can be really informed overall, because the homo oeconomicus rationality assumption is simply not appropriate (Neumer: 2012: 42).

The entrepreneur, doing the entrepreneurial functions, gets able by perception processes in the sense of entrepreneurial foresight, assessing possible consequences of actions and decisions which must be done. Before their appearance, he gets able to discover and to avoid problems. He gets able making conclusions concerning possible future-related occurrences, as well as ideas about a preferable (but also avoidable) future (Morrow 2006:607). Also, by entrepreneurial foresight the entrepreneur has the possibility to connect things on basis of his metacognitive abilities – things which at the first moment do not glance forming a set, but at all can make a meaningful whole.

Doing entrepreneurial foresight, a cognitive self-leading based on strategies for mastering mental strategies is necessary: “Elements based on self-leading strategies are e.g.: inner dialogs, visual realisations, tenets of faith, and setting of targets as levelling rule for acceptable performances – having a better chance interpreting feedbacks of efforts” (Koetz 2006:31).

The question comes out, if the entrepreneur is at all able to ‘practice’ entrepreneurial foresight, or if this is simply a talent, an ability to have or not to have. It is this an ability, into which beside the pure perception also are flowing inside things like learning, memory, imagination, understanding of correlations, thinking on oneself, as well as the faculty of speech (Lombardo 2007:27).

Having this ability, out of an absolute entrepreneurial insecurity by continuing the entrepreneurial decision process, a relatively to insecurity more safe uncertainty or a (predictable, tainted with likelihood) decision risk and action risk can arise.

May be, the entrepreneurial ability for perception as this, as well as the ability having entrepreneurial foresight is different from entrepreneur to entrepreneur. How indeed to act with perceptions on the way to decision-making, Roth (2007:194) summarises like a simple instruction manual as following: “(1) Never begin with a singular activity stinging in your eye, but make an accurate analysis about what the problem is and how urgent a solution is needed; (2) always have in mind the medium-term and long-term consequences of singular activities and the effects on other sectors; (3) think about the big importance of positive and negative reaction, every intervention into a process has; (4) check your working hypotheses and strategies with the reality; (5) don’t start mercurial into new projects, having first disappointments; but rather follow patient and at the same moment self-critical und reality-checked a particular strategy, also against resistances; (6) don’t duck out of the personal responsibility, and in cases of failure don’t look for scapegoats, but be conform with your decisions and try to correct them”.

However, these are steps downstream to the emergence of entrepreneurial perception. Who is perceiving noting, is not able to bring entrepreneurial foresight into the cycle of the enterprise, and perhaps will not have a grasp for entrepreneurial uncertainty. And who is not striving to eliminate (entrepreneurial) uncertainty, also is not able to enlarge his action possibilities and freedom of action (Böhle 2011:20).

Thus, a lack of entrepreneurial foresight can bring out an entrepreneurial failure, this finishing fact, Freiling and Wessels (2010:319) understand as culminating point of a preceding negative development of the enterprise. Besides three other reasons, Freiling and Wessels (2010:325) argue: “Thus, apparently ignorance and inability significant contribute to insufficient doing the entrepreneurial functions”.

Thereby, responsible for entrepreneurial failure are the persons, doing the entrepreneurial functions in an inadequate way, just now as they didn’t have the necessary processes of perception and the combination of perceptions, having a good entrepreneurial success. There is a lack of entrepreneurial foresight as catalyst of entrepreneurial action.

If it is necessary for the entrepreneur having a gain of insights - perceptions - and connecting them, then, there appears the question about the tools the entrepreneur has for doing entrepreneurial foresight, getting a gain of insights by this.

### **2.3 Possible tools for winning and combining insights by perception in the sense of entrepreneurial foresight and the borders of insight-gains**

Undoubtedly, the entrepreneur needs insights for practicing the entrepreneurial functions. But even if for this - like presented - entrepreneurial foresight is necessary, the question comes out about the tools, the entrepreneur has, getting insights. Owning the ability for a forecast to start actions, certainly can't be judged as a tool, because this ability can't be switched on or switched off after usage like a tool (Martin 2011:25).

Winning insights, needs as described dates being able to get interpretable information by consolidation, using suitable methods. For this reason, two things are needed: data acquisition and data evaluation.

Essentially, *new* data the entrepreneur gets (but as under the aspect of perception shown not only) out of the area of system usage; this means - thought in entrepreneurial functions – the sectors of coordination function and arbitrage function. Meant is with this the flow of data, coming on the one hand from goods and services and the processes of administration, but on the other hand from the flow of data coming out by identification, creation and exploitation of realities on the markets (Freiling 2008:48). Caused by the situation-adapted coordination requirement of all entrepreneurial functions maintaining the competitiveness (Freiling and Wessels 2010:325), these data also determine the entrepreneurial action in the two remaining entrepreneurial functions – risk management and innovation.

In a sense of information acquisition and information connection as perception like entrepreneurial foresight, winning insights, the data evaluation is done in a form described in the literature with 'dynamic capabilities': "We define dynamic capabilities as a firm's behavioural orientation constantly to integrate, renew and recreate its resources and capabilities and, most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage" (Wang and Pervaiz 2007:35). With this, the data evaluation is carried out - bonded with the ability for doing this - by pouncing and bundling entrepreneurial possibilities, '*seizing*', as well as by the reshaping, new and in another way connecting of information, '*reconfiguring*' (Teece 2007:1319).

Beside seizing and reconfiguring there appears the term '*sensing*' too, Teece (2007:1319) also is using in the relationship with dynamic capabilities: "to sense and to shape opportunities and threats". Thus, here it is about a feeling of situations and the feeling inside into possible situations.

With this, the data evaluation is done by three difficult comprehensible terms, for purpose of opening an entrepreneurial action related future strategy: *seizing, reconfiguring and sensing*. It is necessary, to make these terms more concrete, concerning entrepreneurial foresight and entrepreneurial action.

Seizing and reconfiguring in the business economics is done under different names and points of view, e.g.: corporate foresight, economy foresight, open foresight, strategic foresight, technology foresight, etc. Behind these terms, reflections about action and manner can be found, tracing entrepreneurial future. This, recognising dangers and taking opportunities in time. That's about the organisation of future orientation.

The reason, speaking in the following strategic foresight about in short, is understanding strategic foresight as an instrument, serving to decision-makers in dependence on and in mutual reactions with the strategy of the enterprise, preparing on an uncertain future (Müller and Müller-Stevens 2009:V). Müller/Müller- Stevens speaking about an 'instrument' (at least for doing seizing and reconfiguring), there is to examine in how far this instrument, using perception, entrepreneurial foresight is grounded on.

Concerning the term 'sensing' - much more difficult to grip than 'seizing' und 'reconfiguring' -, Hayward and Voros (2005:6) connect to the made definition about entrepreneurial foresight: "[...] we now understand foresight as a metacognitive process that allows an observer stance to be adopted; by so doing we improve our awareness of environment and niche by providing a sensing capacity in addition to experience".

The question about is arising, if there are 'instruments' for sensing; by using them the entrepreneur has the chance influencing his perception for getting entrepreneurial foresight. It is in question, finding in the business-economic sector 'instruments', bringing out as result an approach to with cognitive processes bonded perceptions – just like about strategic foresight. Or if there are eventually other instruments available for usage of the entrepreneur, getting entrepreneurial foresight.

Here for example can be a starting-point the Hope Theory of the psychologist Charles Richard Snyder, cited at Morrow (2006:609) as following: "Hope Theory can be summarized as having three equally important aspects: agency (willpower), pathways (waypower) and goals. Hope reflects the capacity on an individual to conceptualise goals, develop pathways to achieve these goals; and initiate and sustain the motivation required to achieve them".

Relating to 'sensing', this theory not really is continuative, because perception for identification of goals is bonded on hope. Hope in the before standing sense, may quicken in case of packing data to information by coming into the corridor of perception, and leading to intensified purposeful processes of perception. But, as question it remains open, hope can be the causal flash point of sensing by the means of perception - the feeling of one's way into possible realities.

That's why it is necessary – getting as close as possible to 'sensing' - after making studies about seizing and reconfiguring based on the sample of strategic foresight, looking into the thoughts of 'environmental scanning described however by Slaughter (1999:441 ff.); afterwards making an excursion by subducting into the deepest areas of

perception - the ‘presencing’ as it will be named by Scharmer (2013) - in the frame of the so called ‘Theory U’. That way, the question can be made, if seizing, reconfiguring and sensing are able to explain the process of perception in the sense of entrepreneurial foresight as a partial aspect of entrepreneurial action; or if there are borders which must be broken through, satisfying proceeded needs for explanation.

### **2.3.1 Strategic foresight in the light of seizing and reconfiguring**

“Strategic Foresight names a systematic-participatory strategic process inside the enterprise, tracing as target a support of the strategic decision-making inside the enterprise by holistic anticipation, analysis and interpretation of long-term social, economic and technological environmental development, as well as giving a support by an active configuration of alternative future-oriented terms and visions” (Müller 2008:25).

Thereby, strategic foresight is a decision-supporting process, exceeding a pure action of analysis (Müller and Müller-Stewens 2009:7). It is a process, serving to the target, preparing enterprise-strategic tasks, by having perceptions and by connecting information: namely long-term protection of competitive ability of the enterprise, as well as the enforcement of its innovation ability (Müller and Müller-Stewens: 2009:7). Working in a sense of strategic foresight, advantages are:

- enhancement of flexibility and responsiveness in the enterprise
- maintenance of entrepreneurial ability and flexibility by inventing oneself new at every time with a by this caused enhancement of competitiveness
- convertibility of insecurity into calculable risks by recognition of dangers
- creation of a common comprehension of the future inside the enterprise by communication
- creation of pictures about the future and the trial to describe these pictures transparently
- creation of a managerial immune system by continuity in the foresight process (Pillkahn 2007:165 f.)

The preceding definition of strategic foresight indicates the wanted support for decision making by this strategic preview. In so far, concerning seizing and reconfiguring, strategic foresight can be a concomitant function by the reason that by combination of information insights are won; insights which otherwise would not have come into the perceptual field of the entrepreneur. For this reason, strategic foresight is a matter of the identification of chances and the action with chances. By this, Brühwiler and Romeike (2010:46) in strategic foresight in general identify managerial functions: “Without early detection, the leading institutions of an organisation are not able to fulfil their responsibility, in special in the sectors of danger-evaluation and danger-accomplishment in an adequate way”.

By identification and rating, this for entrepreneurial foresight demanded perception happens in a systematic way by prehension and bundling (seizing). Out of this perception, then strategies have ability to be developed, by which the enterprise in the markets, but also in the internal sector can be positioned in another way than before. Fundaments are done, on which by doing the entrepreneurial functions, a reconfiguring can happen. By doing the planning of restructuring and new-structuring (reconfiguring), possibly “demands for facilities of resources and in general for activities doing a strategy” (Schreyögg and Kliesch 2005:6) appear.

Strategic foresight is able, triggering processes of perception in form of seizing, and trigger steps into the direction of reconfiguring; this by systematisation of acquisition of information. With this, strategic foresight can be the zero point of entrepreneurial strategies. But such an organisational competence however is not a resource by itself. Schreyögg and Kliesch (2005:5 f.) argue: “An organisational competence is thus resource based but not a resource on itself (or at best, a derivate one). It refers to the combination of complex bundles of tangible and intangible resources, which are permanently selected and (re)-combined in the performance process”.

By doing the strategic foresight process, it is possible by purposeful used methods of information-acquisition and information-bundling, coming on the way of restructuring and new-structuring of the enterprise; by this, perceptions are created systematically. But at all, also such a systematic approach finding perceptions, cannot be a reliable tool judging about, how the entrepreneur found out results realises and brings in the results over the process of reconfiguring by doing the entrepreneurial functions into the enterprise.

Thereby, respective all economic methods of approach, is signed out a fact named with Abreu (2010:175) ‘behavioural economics’ with the comment: “The foundations of economic theory were constructed assuming that details about the functioning of the brain’s black box would not be known”. Camerer (2003:1673) comments to this: “Behavioural economics replaces strong rationality assumptions with more realistic ones and explores their implications”. So, he refers to the eminent progress of knowledge in psychology and neurosciences as indicator for economic problems too. For this reason, the question comes out how to come ‘deeper’ to this process of perception as - of course highly qualified - strategic foresight does. Perception means the entrepreneur as *person* at a point, on which this person is ‘feeling’ and adumbrating something – sensing. By this, it remains fathoming which possibilities there are for sensing, picking up entrepreneurial perception.

### 2.3.2 Entrepreneurial perception by sensing

Entrepreneurial insights by sensing as one possibility of perception about the environment and niches is seen at Hayward and Voros (2005:6) as a chance to enlarge

the horizon of perception. Thereby, they understand foresight - and so also sensing, feeling situations - also as a metacognitive process: "Metacognition can be described as level of understanding "above" the operations of thinking and behavior and by doing so create the process of consciously" That means a removal from concrete methods of interpretation and evaluation of received data, up to processes of emotional realisation by personal perception.

A sensor is necessary - and this sensor is the human, the entrepreneur - executing sensing, that means to feel something and getting conscious as perception about the felt. This process of feeling brings out a sensation for facts and situations: "Sensation is a simple, primary cognitive mental process in which the individual merely becomes aware of immediate present stimuli in the environment" (Mishra 2016:133).

Sensing is a very personal process, because by sensing the human sensory receptors and the brain are coming to terms with - and connect them - stimuli out of the environment, as well as with received data. The business-economics cannot explain with its instruments the processes of such procedures. Nevertheless, there is the question about methods, making sensing also under an economic point of view more available, and bringing out by this a contribution to the process of perception in the sense of entrepreneurial foresight.

Here, one approach can be the so called 'Theory U' from Scharmer (2013). He demonstrates a way, leading from the dimension of future, using for this 'presencing' as a social procedure. Presenting this projection, is worth the trouble, because the projection shows in a special dimension the process of 'plunging' into the world of 'feeling' and with this perhaps also into the world of 'perception'.

'Theory U' (a process from the first observance by emotional realisation down to the ground of a 'U' with a following reconfiguring) acts on the assumption about a 'blind spot' shaping social processes, which can be realised by the structure of the used concentration (Scharmer 2013:32). "This blind spot concerns to the aspect of our seeing or perception, we usually don't look for detailed. It is the inner place or the inner source, out of which a singular person or a social system is acting" (Scharmer 2013:49 f.). Concerning managers (entrepreneurs), by experiencing this blind spot consciously, the possibility should be given not only to put their 'doing' into the foreground but seeing their "inner natural disposition" as source-point of entrepreneurial action (Scharmer 2013:33).

Scharmer (2013:34) names 'presencing' - sensing the presence - the opening of this source-point as starting point for noticing and combining future oriented possibilities. "Presencing means, to feel out one's own highest future oriented potential, to let oneself implicate into this potential, and then acting from this place – that means, getting present in the sense of our highest future oriented possibilities" Thus, the source-place of an emerging future can be reached. Pitching down to this source-place, by cognition of the

blind spot, as well as the drawing conclusions from the cognition, is influencing changing processes and innovation processes essentially (Scharmer 2013:50).

This process of pitching down is demonstrated in fig. 4

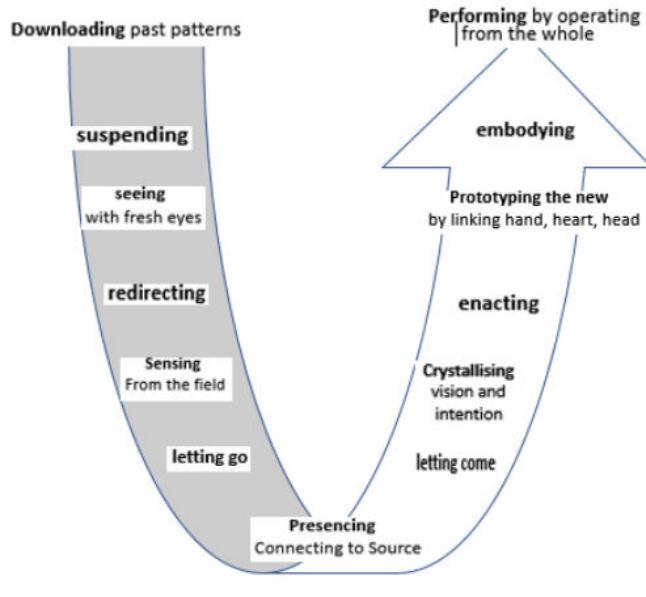


Fig 4: similar Scharmer: the complete U: six transition points. Source: Scharmer 2013:6

Albeit here is described a proceeding for the attainment of a deepened perception, this should not mask the fact about psychological mental processes, running in the background – processes being not able to be caught by the instruments of business-economics.

*Business economics cannot explain the functioning of perception.* But as shown in the previous sample of presencing, business economics have the chance, trying to enlarge the horizon of perception by using ‘tools’, and by this starting an active process of sensing. It is a technic of self-perception, a technic running ‘in the human himself’. the process of sensing needs humans - the entrepreneur - as ‘sensor of reality’. And thereby, the process of sensing has natural limitations, constituted in the personal agency potentials and the sensibility of the entrepreneur as sensor (Ciompi 2005:36 f.).

Martin (2011:132) delineates the by ‘Theory U’ shown process as following: The mode of perception is followed by the mode of imagination. The mode of perception determines the feeling and the sensual perception, whereas the mode of imagination opens ways over the imagination to those matters, being not present directly. First after passing one of these or both modes, is starting the intellectual mode of thinking, by which perceptions are judged and plans are developed. Likewise, as a bracket for these three modes, the emotional mode must be mentioned, which quickens the other modes. Other authors too, dealing for getting perception with the phenomenon of ‘feeling’ - ‘feeling inside’ -, reveal the process of perception as a process, not being located in the field of a pure economic method of approach, but at all, that there are thoughts how to

find ways, making perception accessible by sensing. In this connection, just in the preliminary considerations was pointed out the ‘Hope Theory’ of Snyder, acting on the assumption that hope is an inducement for persons (entrepreneurs) for the development of targets, and that a high ‘ability for hope’ quickens entrepreneurial action (Morrow 2006:606 ff.).

The also for the theme ‘sensing’ enumerating ‘Four-Quadrant-Reflection’, makes a scaling of the ‘inner emotions’, the external individual biologic conditions, the collective internal valuation of a society, as well as collective external conditions (economic system, politics, etc.). By integrating the personal thoughts into the special scale sectors of such a schema, and by connecting the singular schema segments, a process of perception can be started (Slaughter 1999:441 ff.). An ‘environmental scanning’ (ES) occurs, that means a process of perception: “The view set out above is that ES needs to move beyond its initial concerns with the world ‘out there’ to include phenomena that tend to be overlooked and undervalued in part because they are ‘in here’, where different forms of knowledge and tests of truth and usefulness apply. The reason for this view is that without a multi-perspective, multi-level or, perhaps, four-quadrant view of the world, a great deal of foresight work and strategy development merely ‘spins in the wheels’ in the sense that it produces surprisingly little that is either original or useful” (Slaughter 1999:450).

Finally, we speak about a procedure, feeling one’s way to the unconscious, to something which is described in ‘Theory U’ as blind spot.

Which tools however are used, coming to by perception defined entrepreneurial foresight, the access to this is still limited. Buzzwords for this limitation are ‘bounded rationality’ and ‘bounded reliability’. Besides, the question remains as open, how to reach the for foresight important process of perception, which is wanted to be made accessible - as shown- by ‘tools’.

### **2.3.3 Borders of insight-gains**

Getting new insights, for the entrepreneur there are restrictions. These restrictions are based on the individual capability having perceptions. Perception is created by “comparison of incoming sensual data with inner expectations” (Eagleman 2012:63). Eagleman (2012:63) further points out: “We are getting consciously to our environment first at that moment, when the sensual impressions are dissent to the expectations”.

Indicated by Lehmann-Waffenschmidt (2008) that distortions of behaviour can be caused in the incomplete perception of situations, the conclusion of this statement is an indication about the at humans - and with this at entrepreneurs - different ability for having perception. Koetz (2006:36) underlines this by a statement about problem solving oriented people, having a more differentiated perception and a more quickly

apprehension. This is an indication about the obviously different human ability (and with this also the ability of entrepreneurs), converting perceptions into expectations, and doing so a foresighted planning (Laskowski 2000:99). This, on the other hand, points out the borders, that having knowledge-gains is reasoned in the personality of the entrepreneur. The manner of our perception is crucial influencing our behavior (Scheffer and Loerwald 2009: no page number: visual perception and behavior).

**The individual different borders of perceptual capacity entrepreneurs have, are the reason for their different course of action by doing the entrepreneurial functions.**

Thereby, the homo economicus debate of a fictive corporative actor ends, because by an individual-related and restricted perceptual capacity, also an in the model supposed complete information, a completely rational entrepreneurial behavior und with this a generally admitted complete entrepreneurial foresight, cannot exist. It is not the critic on the homo economicus model itself. But in fact the circumstance must be considered, that just caused on a bordered gain of insights by a limited ability for perception, the status of insecurity gets possible. First making decisions under insecurity, brings out entrepreneurial action (Beckert 1996:127).

Also, the concept of homo agens doesn't rectify this status of bordered ability for perception. With reference to von Mises (Human Action: A Treatise in Economics, 1949), Freiling et al. (2006:14) point out this concept. It describes the actor (and with this also the entrepreneur) as an active, with will for design equipped market actor - an actor, being able, influencing his situation by his own leeway in decision-making. In the process, targets can vary dependent from the individual knowledge and individual experiences, whereby a permanent searching for action alternatives can be started.

Deduced from Rese's thoughts (2000:3), the homo agens underlies to the (radical) subjectivism, that means there is a dissimilarity of the actors by experiencing their (entrepreneurial) world. The fact is accentuated, that humans have a different willingness for configuration, that uncertainty of the actors plays a role, and that doing (entrepreneurial) action, the scope of action and the time according to the calendar plays a role.

Only by economic sciences, the reason for differences of perception by entrepreneurs, and the from this fact inevitable following entrepreneurial actions by doing the entrepreneurial functions, is not explainable. This fact cannot be changed by concepts like 'bounded rationality', albeit this concept acts on the assumption "[...] that in practice, the for a rational decision necessary information about influencing factors, possible alternatives and consequences of decisions in normal case are not given" (Böhle 2011:21) .... and with this insecurity and uncertainty are determined for the entrepreneur.

Conceding to the entrepreneur too, he can find an optimal solution for himself and his entrepreneurial tasks amongst the for him rational available alternatives and possibilities, there is nothing said about, *how* these alternatives and possibilities - also under the precondition of 'only' limited rationality - by the process of perception as motor for entrepreneurial foresight and entrepreneurial action, are affecting him.

Neumer (2009:13) alludes to the also context and time dependent contrariness and indecisiveness, by which human and with this entrepreneurial action is determined; and by which rational plans of an actor, and by this also of an actor in the entrepreneurial functions, just not has a continuous rational appearance.

That means, terms like homo economicus, homo agens, or the term of bounded rationality, always only can try to converge to entrepreneurial behavior, because the entrepreneurial process of perception - that means the becoming of perception as well as the personal handling with perceived facts - by these terms themselves is not made accessible. And with this, there are set to the economic sciences borders for the question of explaining about gains of insights, this by the not-existence of the possibility to explain the process of perception.

Thereby, it becomes apparent that it is even not - what generally is right - enough postulating, that the entrepreneurial functions can be done by everybody; but that a focusing on the personality of the entrepreneur is necessary – to the personal characteristics of such an entrepreneur, doing the entrepreneurial functions with success. It is not the question, how such a success may be defined. For the business-economics, probably terms like gain maximising, growth of the enterprise, seizing market-opportunities, are standing in the foreground.

That's why in and for the business economics the question appears, which nature the entrepreneur as personality must have, doing the entrepreneurial functions in his enterprise - also under inclusion of entrepreneurial foresight based on perception -, with success.

## **2.4 The personality of the entrepreneur as promotor of perception and generator of entrepreneurial action and foresight for doing the entrepreneurial functions**

As shown, doing the entrepreneurial functions, a human is needed: the entrepreneur, respectively the manager to whom doing the entrepreneurial functions is delegated. Almost equal if entrepreneur or manager, in each of these persons, an own personality is anchored.

Asendorpf and Neyer (2012:2) give a 'handy' definition of the term 'personality': "With personality of a human is ment the entirety of his personality traits: the individual characteristics in his bodily appearance and in regularities of behavior and experience".

Roth (2013:15) speaks about time outlasting patterns, concerning a combination “of characteristics meaning the temperament, the affectivity, the intellect, and the way how to act, to communicate and to move”. Explicitly, the behaviour a person has, he includes as habits into the personality. Borghans et al. (2011:4) complete: “Personality is the system of relationships that map traits and other determinants of behavior, thoughts and feelings into measured actions”.

By Eagleman (2012:243) the consequence out of these definitions is summarised: “*Our reality depends on our biology*”. It remains to request and to have a nearer research about if the exclusiveness of this sentence has substance. But Eagleman (2012:252) bases on this sentence the difference between personalities and the difference between decisions, which must be done.

Hence, there comes out the explanatory statement, why entrepreneurs as practitioners in the entrepreneurial functions must attain different results of success - or also failure. For this reason, it also gets understandable, why the preceding as sample delineated completely identical entrepreneurs in completely identical enterprises, either all must reach different entrepreneurial results.

In the sense of homo agens, the entrepreneur must have an active character, being equipped with determination to get things accomplished. Because otherwise, he would not practice the entrepreneurial functions; worst case, the enterprise would not exist furthermore. By the fact, the entrepreneur is active, having the willpower to configure something, he takes the position as a ‘person with leadership qualities’, being able at all, starting the process of perception, by which he gets a gain of insights for his possibility, having entrepreneurial action and entrepreneurial foresight.

The entrepreneurial functions do not start from alone and don’t have a self-monitoring by themselves, by doing their actions and interactions. Being successful, here it is necessary - correspondent to the particularly defined targets of the enterprise – that a personality with leadership qualities is needed. A person having the following characteristics, as Ingruber (1994), cited at Brauckmann et al. (2008:2) writes: “[...] authenticity and openness, activity for action, talent for integration, stability in confrontation, personal engagement, positive charisma, being realistic, creating confidence, being reliable and even-handed, as well as having the willingness for the own development”. Being able to begin and to change things, the entrepreneur must be a person with the ability, getting gains of insight as well out of the perception of intrinsic processes, as out of the perception of actualities and changes in the environment - and out of the interdependency of these perceptions (Brauckmann et al. 2008:6).

With this, the entrepreneur must have personal characteristics (competences) being successful in doing the entrepreneurial functions in a sense of just set targets or planned targets.

Baron (2013:27) points out the closely alliance between aspects about the personality of the entrepreneur and his purposes (and with this also actions): “In other words, the grater the degree to which individuals demonstrate certain personal characteristics, the more likely they are to form the intention of becoming an entrepreneur”. Of course, his statement doesn’t mean only entrepreneurs who want found their enterprise, but also the entrepreneur in a just existing enterprise. Concerning the new-foundation of an enterprise, the same statement also Caliendo et al. (2011b:1) have, writing about the willingness of entrance into self-dependence as entrepreneur, this strongly is influenced by the personality of the entrepreneur. Consequential, there is the task, delineated by Caliendo et al. (2011b:4): “This also means that personality characteristics related to the entrepreneurial tasks need to be identified in order to the able [note: ability], to estimate the true effects of personality and entrepreneurship”.

For this reason, must be shown, which requirements the business-economics demand on the personality of the entrepreneur, so that he can do the entrepreneurial functions; if and perhaps which deficiencies are coming out of these demands, and how the field of research for the formulation of concrete further demands can be broaden - if necessary, in an interdisciplinary direction. However, thereby no statement is yet done, in how far the entrepreneur is able, having entrepreneurial perception; there is only done the assumption about an interlinking of the entrepreneurial personality and entrepreneurial perception.

#### **2.4.1 Business economic demands on the entrepreneurial personality**

The appearance of the entrepreneur as actor in the entrepreneurial functions, is shown beside his biological and psychological constituted personality i.a. in his competences. Competences are “cognitive abilities and skills individuals have or can learn, for solving particular problems, as well as having the with this bonded motivational, volitional and social willingness and skills, for using problem-solving in variable situations with success and responsible” (Weinert 2001:27f.)

Relating the entrepreneur, Major et al. (2001:96) concretise the term competence as a skill, by which fortitudes, pushing the targets of the enterprise can be developed (or just exist). Thereby, the debate comes into a direction, looking for such competences, the entrepreneur often is described by for his entrepreneurial action in the business economics. In this sense, Frahm (2003:37 f.) alludes to the fact, that competences are earnt by experiences, but that also the personality traits of the entrepreneur for entrepreneurial action are not allowed to disregard.

Having a view on the entrepreneurial competences, it is possible to ‘break down’ the personality of the entrepreneur to by business-economics understandable and manageable terms, and even to look over those competences as resources, the entrepreneur needs for doing the entrepreneurial functions. Thereby, as Schreyögg and

Kliesch (2005:8) emphasise, a competence is not a singular resource, “but a professional usage or combination of different resources, aimed at the solution of certain organisational problems”.

So at least, that are competences - under a business-economic view - which produce entrepreneurial thinking and action and reflect on a descriptive way the manner of thinking and acting, by which an entrepreneurial personality can be encompassed from dependent employed people (Mandl 2004:5).

The presentation of such concrete competences, in the literature is manifold and specially has a place in the advising literature, but without having in this literature an exemplary integration of the competences into bigger levels of consideration. Such levels of consideration for example by Bijedic (2013:53) are focused, by developing competences out of an affective, a motivational, a cognitive and a social level of the entrepreneurial personality.

In a similar way, Mandl and Hense (2004:9) speak about motivational, social and organisational competences. But even if such more abstract levels of consideration as a frame of classification for the derivation of entrepreneurial competences, certainly have their eligibility, a concretisation on action engraving competences (characteristics) about the entrepreneurial personality is necessary; creating by this way benchmarks, by which business economic action in the entrepreneurial functions gets visible.

“Overall, seemingly the literature shows consensus about the directly action forming characteristics of entrepreneurs. In this context, need for achievement, a moderate predisposition for taking risks, tolerance of ambiguity, internal locus of control, activity orientation, as well as striving for autonomy, are named consistently” (Fallgatter 2007:200).

By this reason, in the following as fundament for the description of the ‘business-economic’ entrepreneurial personality, the following competences will serve, being a benchmark on which entrepreneurial action in the entrepreneurial functions can be taken a reading from: a) a moderate predisposition for risk-tolerance, b) locus of control, c) power motive strength, d) tolerance of ambiguity, e) eagerness for independence, f) assertiveness and flexibility, g) problem solving orientation, h) emotional stability, i) resilience, j) motivational force (Brauckmann et al. 2008:13 ff.). These are terms (competences) which must be looked about a little bit nearer.

The **predisposition for risk tolerance**, an activity-related entrepreneurial competence, as entrepreneurial ‘skill’ in the business-economic literature nearly universal is demanded as a fundamental basic skill for entrepreneurial activities, particularly in lots of non-academic guidebooks. It is pointed out the fact, that the predisposition for risk tolerance should be moderate (Brauckmann et al. 2008:13). Though, the term of risk must be seen more broaden than ‘only’ as confined preceding, being the spreading

around the expectation value of a command-variable. Not in vain, Schneider (1995:12) points to the fact, that risk colloquial is signed as something, which is felt as not controllable on the way for reaching own intentions.

Entrepreneurs are aimed to hold risks they have gambling with, preferably calculable and as small as possible. In doing so, the willingness for taking risks, can depend on pull and push factors. As sample, the foundation of an enterprise out of joblessness (push factor) is assessed with a higher readiness to assume a risk, than founding an enterprise as best possibility out of umpteen alternatives (pull factor) (Jacobsen 2003:60).

Jacobsen (2003:61) summarises “that the motivation avoiding risks, respectively the ability for risk assessment and risk control, is a crucial character trait of potential and particularly successful entrepreneurs”. And how this character trait is developed, depends on the inner personal constitution of the entrepreneur, and embodies the fact, “[...] that entrepreneurs who are strongly motivated to minimize risks and to avoid pursuing false alarms, may set their subjective criteria relatively high, while those who are relatively tolerant of risk and more concerned about overlooking bona fide opportunities may set their criteria somewhat lower” (Baron 2013:140).

The **locus of control** is seen as a further action formative entrepreneurial competence, which should be anchored in the entrepreneurial personality. The locus of control is “the generalised expectation, having action consequences by oneself under control (internal control), or rather being a victim of circumstances (external control)” (Asendorpf and Neyer 2012:184).

With this, the locus of control is concerning the entrepreneur knotted on expectations, influencing by oneself expectations and occurrences in the entrepreneurial living environment; or - as opposite pole - accepting occurrences as not influenceable.

Expectations presume perception, being the core element of entrepreneurial action and entrepreneurial foresight. “Expectations are subjective probabilities about all possible relations between stimuli and reactions; they embody the certainty about, what will follow on a particular mode of behavior – with this, expectations are important inner determinants of individual behavior” (Mummendey 2006:55). In the following, Mummendey (2006:55) argues: “Subjective expectations then play a dominant role as well for thinking ahead - anticipating and planning – as for realising behavioural patterns”.

Caliendo et al. (2011b:15) point to the fact, that entrepreneurs should have available a high internal locus of control, as well as a rather lower external locus of control. Brauckman et al. (2008:14) too, ascribe a high locus of control to the successful entrepreneur. Though, they refer to a longitudinal study of Brockhaus (1982:38ff), bringing out that successful foundations of enterprises are done by entrepreneurs, having rather a high internal locus of control; against what, with failed foundations a

more external locus of control could be located. Müller and Thomas (2001:56) confirm this, indicating that previewing entrepreneurs have a more internal, than an external locus of control.

The **power of motive strength** signs the own abilities, dealing with challenges, with work tasks which must be done (Brauckmann et al. 2008:14). Power of motive strength is a characteristic trait on the motivational level, bringing out corresponding to Bijedic (2013:54) a in special valid determinant of entrepreneurial thinking and action. So, to power of motive strength is ascribed the nature, being a stable predictor, concerning the foundation of an entrepreneurial independency. (Müller et al. 2002:19 ff.).

Power of motive strength is linked with tasks and actions, bringing out intrinsic incentives, to which good chances of success a realisation can be spoken to (Müller et al. 2002:19 ff.). With reference to McClelland and Winter (1971), Rauch and Frese (2001:4553) indicate, that the power of motive strength should be higher for people who are willing to found an enterprise ( and of course also for people in existing enterprises), because the power of motive strength describes ‘striving for efficiency’; “ergo the wish, doing something better, more quickly and in the same time with less efforts” (Jacobsen 2003:56 f.).

People have different entries to and a different handling of and with insecurity and uncertainty. The **tolerance of ambiguity** signs the fact how a person (and with this also the entrepreneur) is dealing with non-transparent, ambiguous, and/or complex situations (Brauckmann et al. 2008:14). “The tolerance of ambiguity - in opposite to a strong ligation on norms - associates a certain eagerness to experiment, and so is also connected to creativity” (Westerfeld 2001:143 f.).

Persons with a high tolerance of ambiguity find a challenge in the multi-layer contours of complex and non-transparent situations. They make no overhasty decisions, being no longer obliged to hold up aggravating situations (Brauckmann et al. 2008:14). By this reason, people with a high tolerance of ambiguity are not needy for finishing uncertain situations as quick as possible. Fallgatter (2007:199) points out this fact, allotting higher tolerance-degrees of ambiguity to entrepreneurs as to other people. He argues: “This also makes a sense, because the engagement with the new - the innovative - as it can be regarded as typical for entrepreneurial action, always is at the same time an engagement in ambiguous situations”.

For entrepreneurial action, a further motive lies in the wish and the striving for independency. **Striving for independency** is signed by the wish, having autonomy and individual fulfilment. Independency and creativity are brought into connection by Funke (2000:289 ff.), because independency allows connected with creativity unusual connotations, the change of perspectives and the broadening of the horizon.

For Baron (2013:31), in striving for independency a reason is seen, why humans get entrepreneurs. But indeed, striving for independency also bears dangers inside, because this striving for independency can block the view on the ideas and the behaviour of other humans, by practicing experienced behavioural patterns on basis of the by self-acting practiced free creative power (Thraen 2011:16).

Despite such dangers, it can be stated that - concerning the entrepreneurs - the needs for independence, respectively the wish for acting autonomously, could be verified (Jacobsen 2003:61). By this means, also Caliendo et al. (2011b:4) include striving for independence into the checklist of characteristics (competence-catalogue), the entrepreneur should bring with himself, doing entrepreneurial action and with this also doing the entrepreneurial functions and entrepreneurial foresight: "Typical examples of personality characteristics, matching entrepreneurial tasks are, *inter alia*, need of achievement, locus of control, risk taking, need for autonomy and assertiveness".

**Assertiveness** - the ability to assert oneself - includes a dominant and vigorous mannerism, which can certainly also appear in a feeling of social superiority (Gerlitz and Schupp 2005:28). Assertiveness yields the ability and with this also the result of human (entrepreneurial) action. With Szczęk (2015:62 f.), it is cited as the capability of a person, "starting different methods, techniques and strategies, winning also against resistances other humans for the own targets, in a way that these people get ambitious, realising the targets". Assertiveness should be – depending on the situation - shaped in a moderate degree (Brauckmann et al. 2008:15).

For entrepreneurs, there is the necessity, doing decisions not always in sense of the best of all options of a moment, but reacting immediately on changes as soon as a done decision seemingly is not optimal (Baron 2013:135). And with this, the competence of an **adaptability** (in sense of flexibility) is demanded. In the same sense are the arguments of van Reedt et al. (2016:16): "Flexibility refers to changing the configuration of an asset in order to enable adaption to future changes on demand". A complementary approach to the ability of entrepreneurial adaptability, with this means social-communicative competences of interpersonal reactivity, thus, to approach conversational partners and contact partners (Brauckmann et al. 2008:15). Because, social entrepreneurial abilities, for the entrepreneur are helpful, constructing social networks (Baron 2013:99).

The **problem-solving orientation** is closely connected with creativity. "Creativity means the ability, considering in problem-solving situations not only possibilities known and just thought about, but developing out of a network of individual and potentially relevant experiences always new situation-related solutions" (Koetz 2006:35). Problem-oriented entrepreneurial action needs beside know-how also ingenuity and capacity for innovation (Koetz 2006:36).

The problem-solving orientation is an ability (competence), coming up to not standardised and complex requirements by handling available information, based on widespread planning skills (Brauckmann et al. 2008:16). Problems firstly can be recognised and solved if information - stimuli - are existent. Lehmann-Waffenschmidt et al. (2008:4) point out the fact, that there is not a simple mechanism, converting stimuli into reactions, or problems into decision. That's why a problem-solving awareness - a concentration on possibly problematic contents - is necessary. Because “ [...] the more we focus ourselves on something, the higher becomes the intensity of the conscious perception about the relevant incident” (Roth 2013:77). Thereby, problem orientation needs a high, target oriented awareness for purpose of (mental) perception by doing the entrepreneurial functions, as well as triggering entrepreneurial foresight.

Brauckmann et al. (2008:16) point to the advantageously fact of a high problem-solving orientation as ‘tool’ of entrepreneurial action. Rammseyer and Weber (2010:96) combine the problem-solving ability with the presence of an internal locus of control. By this relationship, demands of professional life in principle are visible as successful solvable problems.

Being able to a problem-solving orientation, is individual-related – ergo thereby also bonded on the personality of the entrepreneur. For this fact, Mummendey (2006:48) uses the following sentence: “It is unarguable that mental or intellectual activities can be applied on the own person - thereby, the activities of thinking as for example getting logical results from information, ranging objects into abstract categories, constructing causal relations and doing predictions, developing questions from inside, seeking for all possible solutions and finding problem solving solutions”.

**Emotional stability** is linked with “[...] characteristics like tranquillity, placidness, sovereignty, low emotionality, stability, effectivity, but also hardihood and complacency” (Caliendo et al. 2011a:3). “Emotional stability describes kind and intensity of emotional reactions, persons have on aversive incidents” (Brauckmann et al. 2008:16). By the human (entrepreneurial) emotional system, inner personal states are observed; linked with the question about things are turning to a good or to a bad side (Eagleman 2012:131).

That are inner neuronal reticulations, also interrogating entrepreneurial action about priorities, integrating and judging in different ways. Given that the priority of entrepreneurial actions is regulated from out of the personality, a high emotional stability for the entrepreneur as practitioner of the entrepreneurial functions, is important; so that having emotional ‘slip-ups’ as possible wrong decisions will not appear. So, Caliendo et al. (2011a:3) rightly write, the possibility for an enterprise foundation and for entrepreneurial success also depends on a personal high emotional stability. This high emotional stability for entrepreneurial success is highly preferable, because: “Decisions are emotional at every time, as long as weighing them before. And

rational arguments, decisions only affect only by the with them bonded emotions, that means: expectations and apprehensions" (Roth 2013:197).

Entrepreneurs (humans) differ in their skills (competence), handling the **ability to work under pressure**; that means tackling stress, working with irksome situations, accepting pressures as challenge. Baron (2013:164) ascribes the ability to work under pressure of a person - and for this reason the entrepreneur - on his/her psychological capital, as a combination between self-efficacy, optimism, hope and endurance. He describes the following assumption about a relationship: "The higher entrepreneurs are in psychological capital, the lower the levels of stress they report, and the higher their subjective well-being. Developing a high level of psychological capital, then, can be very beneficial for entrepreneurs" (Baron 2013:165).

It was possible showing by studies, that entrepreneurs have higher degrees of resilience than dependent employees have (Brauckmann 2008:16). That means, the entrepreneur should have as possible a balance between job requirements on the one side, and the for him available personal environmental resources for entrepreneurial action on the other hand; this for having the chance, avoiding stress-induced pressures. Only in case, this balance preferably widely exists, the entrepreneur can bring together objective and subjective perceptions in a way, growing out of this for himself in a self-determined rationality and entrepreneurial action (Benedikter et al. 2010:1003), allowing to him, to do the entrepreneurial functions free of pressures.

Close to emotional stability and ability to work under pressure, the personal entrepreneurial **motivational force** must be named. Motivational force mirrors the ability, starting duties, and/or bringing them also to an end. Motivational force has a connection to willingness for efforts, activity and being eager to work, but also with a high pace of work, endurance, energy and vigour. (Brauckmann 2008:17). Thereby, motivational force concerns the (entrepreneurial) self-discipline and with this the tendency, doing tasks defiance boredom or diversion: For success, a hard work is necessary (Dehne and Schupp 2007:39).

By means of the preceding competences as reference points for the business-economic contouring of an entrepreneurial personality as actor in the entrepreneurial functions, Müller (2010:67) has illustrated the complete entrepreneurial capability on a comparing basis between dependent employed people and self-employed working people by using a test procedure with 90 items, in which lowest appropriateness has the figure 0, and highest appropriateness the figure 9. The rating about the characteristic features was done in a questionnaire technique. With this, appears the diagram in figure 5.

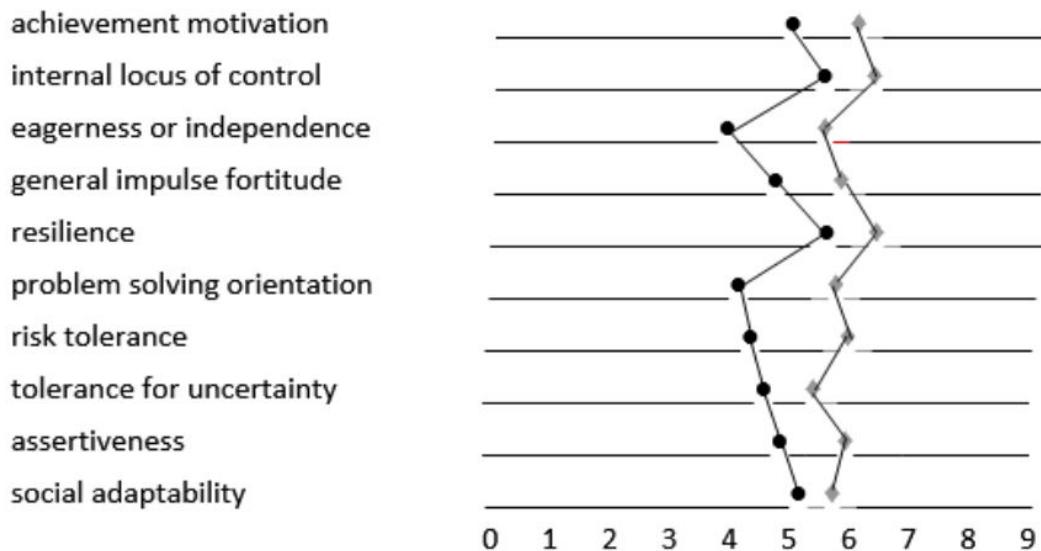


Fig. 5: Characteristics of entrepreneurial relevant features for appropriateness in case of being employed and being self-employed. ● = employed ◆ = entrepreneur od independent working  
Source: Müller 2010:6

The ratings show that entrepreneurial working persons in all characteristics of relevant suitability features (competences) reach higher amounts than employed working persons. But the ratings give no exploration about, which amount the suitability features in ideal should have for a successful entrepreneurial action and for a successful doing the entrepreneurial functions. However, it is visible that in special motivational force, locus of control - namely high internal -, ability to work under pressure as well as the risk appetite of the entrepreneurial acting person should be sized in a special way highly. Over all characteristics of appropriateness (competences), describing - as preceding - the entrepreneurial acting person, it is the personality of the entrepreneur as promotor of getting insights and with this having the ability for perception in the sense of entrepreneurial foresight, correspondent to the made definition. The definition which signs the entrepreneur as a person, having the following characteristics (without prejudicing absolute measurements):

- a high degree of motivational force
- a particularly high degree of internal locus of control
- an above-average striving for independence
- an above-average power of motive strength
- a particularly high ability to work under pressure
- an average till above-average problem-solving orientation
- a minimum moderate till higher risk appetite
- a tolerance for uncertainty a little bit above the average
- an increased assertiveness
- a social adaptability a little bit above average.

With this, nothing is said about, in how far a person wishing to be an entrepreneur or doing entrepreneurial practice, effectively also is able in a specifically measure, having entrepreneurial foresight. It is merely predicated that a person with these characteristics

of appropriateness is suitable, developing the necessary entrepreneurial foresight for doing successful the entrepreneurial functions. Because: Entrepreneurial foresight is the individual personal ability for perception and bringing the results of perception under the restriction of 'bounded rationality' into actions; by reason, doing the entrepreneurial functions.

And thereby, the ability for entrepreneurial action and having entrepreneurial foresight is not bonded on somehow specially distinguished entrepreneurial competences, but merely on such competences, being necessary in the 'normal operation' of entrepreneurial action in doing the entrepreneurial functions. As well as in painting, fine arts, physics etc. there are protruding geniuses, also amongst entrepreneurs there will be those, who by specially appropriateness are able, doing the entrepreneurial functions in a real extraordinary good way; having as such persons perhaps the ability for a very special way for new insights by means of perception and entrepreneurial foresight.

However, it is not the requirement of this script, working out characteristics for such a genius. Much more, it is to scrutinise if the in (beside of course also others) the business-economics presented characteristics are sufficient, coming on the traces of the character - origin - of entrepreneurial action, and with this the character of entrepreneurial foresight. And just here, criticism begins.

#### **2.4.2 The deficiency of business-economic demands on the entrepreneurial personality**

The question about the effectual acceptability of the in the business-economic literature presented characteristics - coming with this also along the way to entrepreneurial foresight - is allowed, but certainly difficult for having an answer. This gets apparent, bringing the preceding theoretical considerations into a connection with the three in chapter 2 presented protagonists. It will be difficult, judging these protagonists by concrete statements about the in detail explicated competences under a **business-economic view** concerning their entrepreneurial action and their ability for entrepreneurial foresight. The only thing, getting obvious by reading the presented entrepreneurial profiles, is the fact that all three interview partners are acting since many years in the entrepreneurial functions, preserving their enterprises at market.

As well as the back dated imminent insolvency of the tour operator could be judged as an indication, even having not the ability for the demands on successful action in the entrepreneurial function, on the other hand is to argue that the tour operator with comprehension of a further, in economic questions competent shareholder, even had the needed entrepreneurial foresight. He started those actions, bringing his enterprise away from a financial incline.

Thus, perhaps there is the conclusion, the presented three entrepreneurial active humans in the sum fulfil the business economic competence requirements – perhaps in one case better or in another worse. Otherwise, they would not be or not yet involved in doing the entrepreneurial functions, or the by them leaded enterprises would not be on the market any longer.

Nevertheless, no statement can be made, which height for example the motivational force is, concerning the three presented entrepreneurs; if they fulfil the demand of a more internal locus of control perhaps ‘only just’, if and with which measure they have the readiness to assume risk.

This disability for giving a concrete answer depends on the fact, that preceding terms like motivational force, locus of control, striving for independency, power of impetus, ability to work under pressure, problem solving orientation, risk appetite, tolerance for uncertainty, assertiveness, emotional stability and adaptability have one thing common: that are terms for human, and with this also entrepreneurial *behaviour*. And with this - Eagleman (2012:256) argues -, concerning behaviour and brain, the terms are “a shortened denomination for something, in which are flowing in influences out of a much wider spread social-biological system” The terms are denominations for facts, being not settled in the business-economics, but for example in the psychology, biology, the genetics, etc.

Thereby, from other sciences - as for example the psychology - facts and results of research are adopted, being not grown on the ground of the business-economics. Not in vain, “[...] the psychology of the personality refers to psychological processes, being at the basis of the behaviour and the experience of the psychic healthy human; and how these processes are influencing reciprocal, building an organised system, we name personality” (Rammsayer and Weber 2010:17). By this tacit adoption of genetic, biologic and psychologic facts contouring the entrepreneurial personality in the business-economics, the evidence appears that obviously personality traits - formed into business-economic competence demands - can be assumed as determinants of economic success.

Thereby, business-economics contouring the entrepreneurial personality, are working with results coming from other sciences. And this, without questioning how the ‘design features’ of the personality, the entrepreneur as actor in the entrepreneurial functions has, are formed.

By this the fact is neglected, that the personality of the entrepreneur also could perhaps be contoured otherwise, concerning entrepreneurial foresight in the business economic surroundings by doing the entrepreneurial functions, as described before detailed by entrepreneurial competence characteristics. The business-economics by themselves have no explanation why entrepreneurs make mistakes in complex situations, bearing ‘wrong’ entrepreneurial action, blocking or impeding entrepreneurial foresight.

That are faults, Gleißner exemplary speaks about: slowness of thinking, existence of a low ‘inlet’ capacity of commemoration and oblivion, lack of experience by handling complex situations, mistakes by maintenance of actionability, mistakes by handling probabilities, etc. (Gleißner 2003:69 ff.).

Perception as fundament of entrepreneurial action and entrepreneurial foresight, is the premise for receiving and using information. Having efforts for handling problems, this premise can be “built by [...] the interaction of psychically forces, a person sometimes more or less is extradited to, but which can sometimes (in a certain extent) be influenced by the person itself” (Martin 2011:115). Further on, Martin (2011:115) points to the biological anchorage of these forces inside the human nature; an argument also Roth (2003:399) picks up: “A complete understanding of personality differences will not be possible without bio-psychological concepts”.

Thereby, it gets visible that business-economics by themselves are not concluding able, contouring the entrepreneurial personality, which is doing the entrepreneurial functions, and having entrepreneurial foresight too, but must revert to results from other sciences. This argument also Heckman (2011:3) has, writing: “Personality psychology considers a wider array of actions than are usually considered by economics and enlarges the economist’s way to describe and model the world. Personality traits are not set in stones. They change over the life cycle”.

That means, the presented ‘business economic’ characteristics of competence for an entrepreneurial personality - and with this the ability of the person for foresighted action - , concerning its origin, must be regarded for explanations in a wider field of research as the business economic-sciences are.

#### **2.4.3 Interdisciplinary extension of the research-field about the expectations on an entrepreneurial and foresight convenient acting entrepreneurial person by doing the entrepreneurial functions**

Already Karl Popper has the requirement for interdisciplinarity, by constructing scientific findings on three, mutual influencing pillars: the societal world of ideas, the observation of the biophysical world, as well as the internal world of the observer (Brown 2015:211).

Correspondent, Schneider (1995:121 f.) points to the fact that for business-economic sciences as a singular institutional theory of the economics, human action - and with this also entrepreneurial action – is not completely to explain, but that for entrepreneurial action only can be given significant tips. Further on Schneider (1997:18) argues: “Paradigms, adopted from psychology, social-psychology and sociology build the background for models or hypothesis, explaining how those decisions arise, which are research object of the business economics”.

Exactly here is the reason for seeking explanations in an interdisciplinary field of research, contouring the entrepreneurial personality, its ability for doing the entrepreneurial functions by entrepreneurial action, as well as having the ability for foresight.

Such an enlargement of the area of research is supported by the evidence, that not only the economics are engaged in the person of the entrepreneur, but also sciences like for example sociology, psychology, anthropology, etc (Reckenfelderbäumer 2001:164). This hint is made more significant by Reckenfelderbäumer (2001:178), writing: "The mentioned forced opening of business economics in direction to behavioural sciences has brought out, that going along with this, also business-economic thoughts about the function of the entrepreneur have a considerable reference to non-economic neighbour disciplines of the business economics".

Accordingly, for a future oriented awareness - ending in future oriented entrepreneurial action - is demanded, examining for this the complete human psychology including thoughts, emotions, motivations, behaviour, etc (Lombardo 2008:44). That is about Lombardo's appellation, bringing inside a multidimensional future orientation as well scientific, technologic, ecologic, psychosocial, as religious-spiritual aspects (Lombardo 2007:16).

The hint about the characterisation of the behavioural scientific decision theory as explanation projection for empiric observed decision behaviour by different theoretical perceptions - which is not a closed construction - makes the interdisciplinarity of decision research visible: political, psychological, sociological and business economical questions are to combine (Neumer 2009:12), coming along entrepreneurial action and entrepreneurial foresight.

By the fact that under sociologic, historic, psychologic perceptions - and perhaps also by the recent presentation of the entrepreneur as a rational actor under considerations about usefulness - insights in each singular science have developed isolated (Fontela et al. 2006:3) - , an interdisciplinary pooling of these isolated won insights can bring out a better understanding for evaluation and origin of entrepreneurial action and entrepreneurial foresight. That is why interdisciplinarity is somehow a brick, thrilling deeper complex problems (here the problem about the ability to explain entrepreneurial action inclusive the aspect of entrepreneurial foresight), by bringing together perspectives, ideas and theories from different fields of science, and approaches from the practice too (Bridle et al. 2013:23).

Therefore, Vanberg (2002:28) argues: "Interdisciplinary consistence is not only a premise, bringing the economics as experience-oriented science on a more sustainable behavioural theoretic basis. It (note: interdisciplinary consistence) is also an essential premise for the progress of insights in the social sciences in general". Further on is argued: Economists, sociologists and anthropologists (and of course the enumeration is

not complete) are not allowed, giving no attention on relevant results about human (and with this also entrepreneurial) behaviour (Vanberg 2002:28), because it must not be surprisingly that the dialogue between the sciences can contribute a lot, explaining human and entrepreneurial behavioural patterns (Fiedler 2011:541).

By this, Heckman's (2011:3) demand knotting personality traits of the psychology with economic facts, is quite warrantable: "Economists need to link the traits of psychology with the preferences, constraints and expectation mechanism of economics. We need to develop rigorous methods of analysing causal relationships in both fields. We also need to develop a common language and a common framework to promote interdisciplinary exchange".

Thus, it seems to be allowed, enlarging and manifesting in the following interdisciplinary the field of research for the origin and the basis for competence/qualification characteristics, acting entrepreneurial and having foresight ability by doing the entrepreneurial functions.

## **2.5. The interdisciplinary research-question about the becoming of entrepreneurial foresight-leaded acting**

„Academic findings are not made by disciplines, but by individuals or groups, who are not taking care of the borders of subjects“ (Vossenkuhl 1999:53). Seeing under this the sciences comprehensive aspect entrepreneurial foresight - the individual personal ability for perception and bringing the results of perception under the restriction of 'bounded rationality' into actions, by reason, doing the entrepreneurial functions - not only under pure business economical points of view, necessarily the question arises, how this entrepreneurial ability just as entrepreneurial action itself gets formatted.

In effect, the question is much wider and not only concerning the entrepreneur: "The question of 'what is the essence of the human being' becomes a new catechism of our age that increasingly lies at the centre of all other fields of action, including politics, economics, technology, science, medicine, culture, psychology, education and religion" (Benedikter et al. 2010:1104).

The general scrutinising and the trial to find out the 'essence of the human being', then perhaps may give conclusions, concerning the preceding nearer presented competence characteristics of the entrepreneurial personality; and this for taking these competence characteristics in the business-economic sciences, perhaps for widen them, or perhaps for falsify them.

For this reason, Benedikter et al. (2010:1104) claim the comprehension of questions about genetic and neuroscience as fact to explain into the research field about the

explanation of getting human consciousness (and with this also the human, and - so too - entrepreneurial perception).

For a research-entry about the business-economic demanded personality as promotor by doing the entrepreneurial functions it means, that for the formation of this, personality entries of explanation must be provided from the genetics, the neurosciences, the psychology, etc.

Having such explanations at first, business-economic sciences then for their research have the skeletal structure, contouring the personality of the entrepreneur, and using the presented competence characteristics not only by an all-days practice, but then with a 'background knowledge' about the formation of these competences (characteristics). Principal then it gets visible about, Schneider (1995:13) means with 'willing' and the 'usage of the first endowment of ability', in which beside 'knowledge' the human capability is anchored.

With this, it is necessary, making interdisciplinary visible the construction of individual-related perception as fundament of entrepreneurial action in the entrepreneurial functions; and with this, also the construction of entrepreneurial foresight – more visible, as it happens on the high abstraction level about the doctrine concerning the entrepreneurial functions.

Coming on this trace is important, this especially under the aspect, that also the homo agens is acting on the platform of bounded rationality, because: "Monitoring of the brain impulses reveals that over 85 % of human reflection and decision-making takes place within the unconscious mind, the realm of feelings and imagination" (Brown 2015:211). Thereby, concerning a business-economic perspective and business-economic assumed entrepreneurial competences, the question comes out, *how* perception as a fundamental brick of entrepreneurial foresight and for entrepreneurial action comes into the world; *why* hereby individual patterns of personality are added up, having *after* such an explanation-trial the chance getting adopted to the business-economic sciences as competences for a foresighted and successful in the entrepreneurial functions acting entrepreneur.

Thereby, that are until now interdisciplinary researched bricks, ready for working out the contours of a foresight suitable and entrepreneurial acting personality. By this, then in the business-economic sciences preceding presented characteristics of competence for a successful entrepreneurial personality can be confirmed, enlarged, or perhaps also falsified.

It is necessary to carve out the individual personality of the entrepreneur on basis of 'construction -characteristics' as authoritative determinants for entrepreneurial foresight and entrepreneurial action, and pointing out facts too, how these construction-

characteristics make visible different entrepreneurial action and bonded with this entrepreneurial foresight.

For doing this there are the by interviews won statements (Annex A) from the in chapter 1.2.3 presented entrepreneurs. By this way, perhaps an inducement will be created, and a basis too, thinking about models by which entrepreneurial action and entrepreneurial foresight can be made ‘measurably’. This in a form, having then in the business economic sciences as well as in the economic practice assessment criterions, which can give answers about the capability of a person, acting successful in the entrepreneurial functions and practicing entrepreneurial foresight.

An advancement in that direction, is correspondent too - appropriate to Heinen (1971:22) - with the decision theoretical reflections of business-economics: “The decision theoretical related business-economic sciences try to explain much more on the basis of a descriptive theory of human decision behaviour, explaining the sequence of decision processes in enterprises, and giving suggestions how to behave for decision-makers.” Doing so, an interdisciplinary open mindedness comes along for the processes of a decision-making and will-power as an indicator of the decision theoretical system-design in business-economic sciences (Heinen 1971:22).

## **2.6 To interdisciplinarity: The person-related character of entrepreneurial action and entrepreneurial foresight - the individual personality as a core-determinant**

As previous developed, the *person* of the entrepreneur as actor in the entrepreneurial functions comes into the foreground. It is the entrepreneur (manager, group of persons), having perception, knotting signals to information, bringing that information by doing the entrepreneurial functions into the enterprise, and having by the process of perception entrepreneurial foresight too.

By this, no longer *only* the entrepreneurial functions are in the focus, but hardly the person of the entrepreneur itself. Because it is the person, having activities, making demands on its efficiency, acquiring knowledge, and bringing that all into (also foresighted) concepts.

Rammseyer and Weber (2010:100) point out this fact as central point of ‘self-efficacy’, revealing with this the requirement on the ‘person’ behind the entrepreneurial functions. Only a person, knowing who he/she is, he/she is capable to do, is in the situation for planning actions, predicting action results, having control about occasions (Laskowski 2000:38). Cognition of a person about his/her intelligence, his/her punctuality, diligence, etc. create the (having later a nearer look on) self-concept of a person (Laskowski 2000:15). Only persons, being reflected in that way, are able, acting in the entrepreneurial functions with success.

Feeling out such a self-consciousness, it is necessary, trying to get to the bottom of the personality of the entrepreneur as a central determinant of entrepreneurial action and entrepreneurial foresight.

The scrutinising about the bricks of the personality in general - and so also the entrepreneurial personality - and with this applying on interdisciplinary explanation approaches, is the task. Along this way, the analysis of interdisciplinary parameters, forming the personality, is necessary.

The way how a person has perception, bringing with this, signals into foresight-capable information and action, depends on the preceding mentioned - but nearer to explain - self-concept. That means the assumption of the person about the own ability-characteristics in achievement-positions. "These assumptions influence in a manifold way the experience and the behaviour of the person; a positive self-concept of the own efficiency seems to be a supporting factor for entrepreneurial action" (Braun et al. 2009:69). Because – as Laskowski (2000:22) points out: "The self-definition or rather the established *self-concept* of the person, extensive determines the interpretation and organisation of the person ..."

Although the problem is that persons oftentimes are not aware about their feelings and motivations. And by this, there are running intra-psychical processes conflicting with not influenced compromises as result (Rammseyer and Weber 2010:61 f.). This is also equivalent to the preceding statement that 85% of human decision-making happens unconsciously.

The person-relation of perception - and with this the steering towards the individual personality- arises from the evidence of a mutual relationship between perception-filters and decision-filters: those signals are assessed more significant, being compatible with the competence-structure of a person and passing by this the personal selection-filter automatic. So, an automatic preselection of information happens, being then manifested in the action-tendencies of a person (Scheffer and Loerwald 2009 no page). Thus, it is the person-relation of perception by which it is necessary, experiencing more about such characteristics and their occurrence, by which a person - the entrepreneur - over a longer time is characterised, by which the polarisation of the person is determined, and more than only this, are seen by the person as important bricks of his/her life story (experiences, narratives) (Brüll 2010:21 f.).

For this reason, that are psychologic-biological processes, cognitive procedures, creating a person – also the entrepreneur (Mummendey 2006:258). On behalf of these processes, not only a recognition of a perception-object starts, but at the same time its evaluation and rating (Mummendey 2006:25). It is perhaps a question of the self-regulation tendency, in which the recognition of a perception-object is bundled, characterising then well possible the pure personal of the entrepreneur by acting in the entrepreneurial functions and his ability for having foresight. That is to say: "Who does this situation want me to be and how can I be that person" in case of a high self-control tendency, in opposite to the question "Who am I and how can I be me in this situation" in case of a low self-control tendency (Mummendey 2006:63).

The second part of the question mirrors more the situation found out about the tour operator, whereas the first part of the question corresponds more to the other two presented interview partners.

The identity, the personality of a human is determined by his/her mindsets, dispositions and habitudes. Martin (2011:186) refers to durableness and constancy, the reference of behaviour-patterns and characteristic traits to the nucleus of being – to the inner nucleus of personality. Furthermore, Martin (2011:187) points out that it is deemed to be identity constructing, “[...] by what human thinking, feeling and acting in a fundamental sense is coined, what is anchored deep inside the human, ‘percolating’ all his sensing and character”. And for this, the origin must be felt out, coming nearer to an understanding of the entrepreneurial personality.

What such a difficult conclusion as the preceding contains, is shown in the following figure (fig.6), showing all the interdependent factors, by which humans - and with this also the entrepreneurial personality - is represented.

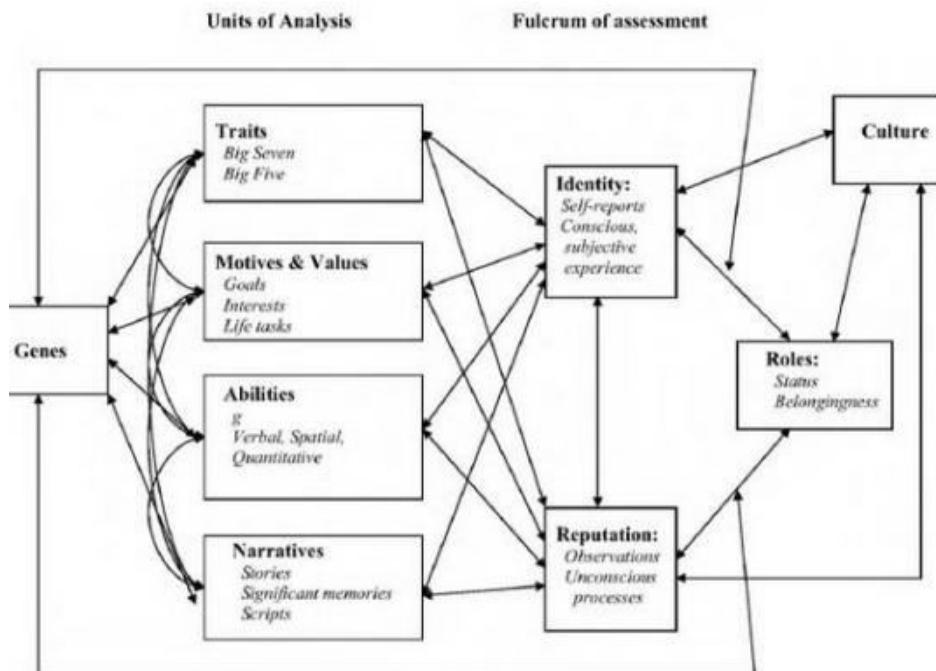


Fig.6: Roberts model of personality as output of a system. Source: Borghans et al. 2011:4

The figure represents an unimagined complexity of the human personality. In this script, the complexity surely cannot be dissolved completely and explanatory. But a trial can be made, looking nearer on an explanatory way (and of course not final) for those elements, which can be relevant, explaining an entrepreneurial personality. Characteristics - ‘traits’ -, skills, preferences and narratives (the self-concept) are forming the personality (Borghans et al. 2011:4).

The difficult comprehensible wideness of the personality is mirrored by its personality characteristics and its cognitive abilities. Borghans et al. (2014:4) point out: “Identity and reputation shape the roles of individuals in the economy and the society to which they belong”.

Under the aspect of the in figure 6 shown complexity of the human personality, humans (entrepreneurs) try compressing perceptions to information. And doing this, they are

extradited in the resulting actions to the inner-psychical forces, they can handle only in a certain extent, but often just not by themselves.

These forces are anchored in the biologic human nature, in the human psychological constitution in the moment of action, the requirement of the respective action situation. With this, the entrepreneur as acting person (as well as every other person too) is defined by a “ [...] conglomerate of problem situations, inner models, thoughts, action drafts, attitudes, claims, motive constellations, etc.” (Martin 2011:115).

Not in vain, genes in figure 6 are standing as a ‘preceding’ factor which is particularly by their correlation bonded with the fields of ‘traits’, ‘abilities’, ‘motives and values’, as well as the ‘narratives’. This circumstance is taken by Brauckmann et al. (2008:4), pointing out that experiencing, behaviour, adaptability, as well as the willingness for changes in the personality are genetic fixed by their evolutionary determination. *There is existing in a strong measure a genetic determined psychological-vegetative and affective basic equipment of a person, in which its personality is ‘anchored’.* As a sample Roth (2013:21) here names the common level of excitement, swiftness of bio-inspired information, behaviour and adaptability in front of new situations. Further on Roth (2013:21 f.) points out: “Concerning more complex characteristics like openness and closeness, positive or negative emotionality and the ability to be socialised, there is an insoluble intermixture between genetic and by upgrowth caused characteristics, and by prenatal or by early infantile effectual environmental influences ...”

Thereby, it gets obvious that the contouring of the entrepreneurial personality depends on completely other factors than on pure business-economic ones. And with this, also the ‘setting in motion’ of the entrepreneurial action in the entrepreneurial functions as well as the ability for having entrepreneurial foresight, by business-economic sciences only hardly - if at all - is to explain.

So, it makes a sense, immersing into the bricks, by which a personality is constructed. By the then won insights, perhaps afterwards a comparison with competences is possible, brought preceding inside under business-economic aspects as necessity for a successful, foresight-able entrepreneur.

### 3 Interdisciplinary the personality constructing bricks as fundament of entrepreneurial action and entrepreneurial foresight

By what a personality is represented, Asendorpf and Neyer (2012:25) summarise in six paradigms of the differential psychology: a) paradigm of attributes, b) paradigm of information processing, c) dynamic-interactionistically paradigm, d) paradigm of neuroscience, e) molecular-genetic paradigm, f) evolution-psychological paradigm. With paradigms are meant bundles of hypothesis or theoretical concepts.

The **paradigm of attributes** informs about the individuality of a person by describing characteristics, being bundled in a profile of personality (Asendorpf and Neyer 2012:26). Characteristics (traits) by characterising a person, fulfil three functions: a) “the

*summary of trends in behaviour and experience in different situations*”, b) “*the prediction of henceforward behaviour and experience*” c) the “*explanation of individual trends about behaviour and experience*” (Angleitner and Riemann 2005:93).

In such a characterisation hints on competences can be found, by which preceding entrepreneurial action was characterised: risk appetite, locus of control, force of motive power, tolerance of ambiguity, striving for independence, assertiveness, adaptability, problem solving orientation, emotional stability, ability to work under pressure and strength of inducement.

Angleitner and Riemann (2005:93) point to the fact, that behind linguistic used characteristics are standing elements to explain, by which the dissimilarity in the human personality is determined: genetic nature, activities of regions in the brain, hormonal influences, concentrations of neurotransmitters, influences of the environment.

The paradigm of the differential psychology in the following will have a more extensive importance as there are models, describing very completely and exactly factors, by which the personality is built

“The **paradigm of information processing** assumes the fact that human behaviour and experience is based on the information transfer in the nervous system, which receives by receptors stimuli from the environment and from the own body, converting them into other information which are responsible for a conscious experience, and transfer by motoric activities information to the environment (behaviour)” (Asendorpf and Neyer 2012:33). Here - concerning the entrepreneur - is applied on his/her perception, by which entrepreneurial action and entrepreneurial foresight is triggered. The call-off order of information is done by indication-stimuli out of the environment of the person by itself. By these indication-stimuli begins a search for stimulus compatible information in the episodic memory (Jäncke 2013:514). With this, the paradigm of information processing is acting with cognitive information processing and with learning processes, by which experience and behaviour as results of neuronal information-molding processes are characterised (Brauckmann et al. 2008:5).

There are individual-typical information handling parameters stable by time (degree of speed barrier of flash-point, intensity of a reaction, capacity of the working memory) by which personality characteristics are represented. But individual-typical contents of memory in the long-term memory too, must be included into the personality characteristics (Asendorpf and Neyer 2012:33). Here too, Brauckmann et al. point to an in parts genetic determined dissimilarity of personality, but also to the by the environment coined differences. The citation further on: “Though, these individual differences do not only exist in the speed and the capacity of information processing, but also in the characteristics of temperament and motives” (Brauckmann et al. 2008:5f).

As the two preceding paradigms communicate snap-reading methods of a personality, change-processes of the personality with them are not included (Asendorpf and Neyer 2012:33). Finding here answers about the convertibility of the personality - and thereby about the entrepreneurial personality for the purpose, doing the entrepreneurial functions 'better' – the **dynamic-interactionistic paradigm** probes the causes of questions about the personality development. "The dynamic-interactionistic paradigm is understanding personality development as interdependency between environment and the own characteristics during a life-cycle" (Asendorpf and Neyer 2012:33). Personality-environment interactions are included as interaction into the (entrepreneurial) personality under the point of view, regarding an outcoming dynamic lap of time of the observing-cycle. Thereby, this approach is acting with long-term projections about personality development and changes in the personality (Brauckmann et al. 2008:6)

Later, there will be a recourse to the dynamic-interactionistic paradigm, showing the borders of convertibility of the (entrepreneurial) personality. This point of view, also in the business economics is of concern, because by this perhaps an information can be given about, which potentials of convertibility an entrepreneur is able to have, giving higher effectiveness to his action in the entrepreneurial functions and to his entrepreneurial foresight.

The contents of the **neuroscientific paradigm** are just 'arrived' in the economics. On this Schilke and Reimann refer by writing: "The economic sciences provide theoretical and practice-oriented problem statements. The neurosciences give answer about the anatomy of the human brain, respectively its functionality. With their methods, the neurosciences support the localisation, description and differentiation of states and processes inside the human brain, and by this, give exploration about the neuronal basis of human behaviour in economic decision situations". Thereby, the neuroscientific paradigm of psychology contains the trial, giving a neuroscientific explanation for human behaviour (Asendorpf and Neyer 2012:49). This approach bases on the fact that human information processing is done by the nervous system (brain and nerves), as the smallest units of the nervous system (neurons) are serving as information carrier. Thereby, it is a biologic approach, explaining the human personality by looking on the information transfer in the nervous system (Asendorpf and Neyer 2012:49).

This information transfer is based on biochemical processes, done by presently known about 60 substances – neurotransmitters, complemented by the mode of action of hormones. To these substances, in the personality-psychological academic research impacts on personality-relevant functions are referred to (Asendorpf and Neyer 2012:52). So, the household of neurotransmitters a person has, amateurish said, influences the personality of a person.

Relating to the entrepreneurial personality, that means that indeed - as described before - everybody can be an entrepreneur; but that perhaps, the biological personality is a

determinant, how this entrepreneur does the entrepreneurial functions or is able to do. That are so to say the personality coining biological/chemical processes, the entrepreneur is not able to influence concerning his personality development. So, for example, neurotransmitter systems (noradrenagene, serotonergene, cholinger system) are parameters for establishing concentration (attention) (Jähnke 2013:360 f.), influencing the human process of having perception, and with this also the entrepreneurial perception. Modern research methods substantiate the fact about neuronal processes, which are bringing out in the human brain physical and psychical states, which are based on verifiable physical processes (Krug 2013:236). By this, human characteristics - and so also for entrepreneurial action as relevant classified suitability features - can be classified and observed, but business-economical are not comprehensible concerning their origin.

The **molecular-genetic paradigm** has the molecular behavioural genetics as subject. That means an explanation, “referring personality on the individual-typical patterns of alleles” (Asendorpf and Neyer 2012:16). ‘Allele’ is the denomination for different forms of a gene (Graw 2010:3). “Genes are sectors on the chromosomes, which can be defined by their function concerning the metabolism; they can vary from person to person in their structure” (Asendorpf and Neyer 2012:62). One refers to different alleles of the same gene. The human genome until now was deciphered with about 25.000 genes, which by themselves can appear in different alleles. Humans do not differ in their genes, but - no doubt - in their patterns of alleles. As these patterns of alleles in a human are unchangeable, as Asendorpf and Neyer (2012:62) say, the conclusion is nearby, “[...] that specialities in the personality relate to the individual-typical alleles-patterns in the genes”.

Today is acted on the assumption that the genetic determination of the personality is at about 50% (Asendorpf and Neyer 2012:62). Corresponding to this, Roth argues the strong genetic conditionality of several personality characteristics, and here for example names the intelligence (Roth 2013:30).

There is the supposition that different patterns of alleles influence the efficiency of neurotransmitter absorption, and with this influence the biochemical information transfer. Asendorpf and Neyer (2012:63) give the hint about the fact that particularly alleles-constellations on a defined gene can bring out a deficit of the neurotransmitter dopamine, by what comes out a human behaviour striving for news, excitement and changes, for the purpose of increasing the dopamine level.

It is this a hint that the human ‘biology’ minimum in parts determines the human behavior, and that with this also the entrepreneurial behaviour in parts is steered by the genes. The different mixture of genetic factors (gene-polymorphisms) is correspondent to the actual standard of psychological and neurobiological personality research an influencing value of the human personality (Roth 2013:103).

Thereby, it seems to be implausible that - as thought about in the preface - there is an entrepreneurial gene; but that at all it is probable that genes influence the entrepreneurial personality (Caliendo et al. 2011b:1).

Despite this evidently grave influence of the genes on the human personality, Roth (2008:10) argues, that not singular genes induce a certain behaviour, but that genes and environment are working together in a complicated mode, that genetic dispositions can get behavioural relevant in different ways by complex processes of brain-development, depending on environmental influences.

In the following, Roth (2008:10) writes that by four factors the human personality and human action is determined: “1) genetic predisposition, 2) idiosyncrasy of brain development, 3) early psychical embossment, in special by regarding the bonding experience, and 4) further psychosocial experiences in childhood and youth”.

The **evolution-psychological paradigm** demands the reason for the fundamental existence of big differences in the personality. This paradigm tries making visible differences in the personality and its development based on human-evolutionary processes by principles of these processes, by which the human experience and behaviour of today evolutionary has developed (Asendorpf and Neyer 202:68). The paradigm acts on genetic explainable differences in the personality by frequency-dependent selection (dependence of the fitness of a gene dependent from its occurrence in the population), and on conditional strategies of development. That means the genetic determination of evolutionary ancestors, dependent from their typical environmental conditions (Asendorpf and Neyer 2012:73 ff.). In how far this approach brings out explanations for entrepreneurial action and entrepreneurial foresight, is not explainable in the frame of this script. Thereby, the evolution-psychological paradigm is merely named for the complete denomination of what the fundament is about, by which the biologic-psychological view on explanations for entrepreneurial action perhaps is deduced from and explainable.

The preceding named paradigms distinct point out the psychological and biological implementation of the human personality. That are these implementations which are at least bringing out the insights “[...] that the numberless facets of our behavior, thinking and experience are inseparable linked up with a giant moisty chemical-electric network named nervous system” (Eagleman 1012:8), by which based on brain-activities the human action is determined. The brain research - together with the predominant part of personality psychology - acts on the assumption, that the personality is anchored in the brain, and in a wider sense inside the peripheral nervous system which again is closely linked up with the body and its functions” (Roth 2013:88).

By this, indeed physical everybody can be an entrepreneur in the sense of the business economic sciences. But in how far though a person does with a however defined success

the entrepreneurial functions, to a great extend depends on his/her biologic determination.

Roth (2013:104 f.) suggests, that it is the biologic determination (genes and differences in the brain-development), by which in a great extent, 50%, the differences in the personality are determined, and exemplifies on this biological determination in special the temperament of a person, as well as specific abilities including the level of intelligence. But he also points out that more than only this, prenatal and early after the birth made experience of the first years of one's life constitute about 30% of the human personality. Then, in the later childhood and the youth socialising processes (familial, social, environmental) are added, influencing the development of the personality, the last about 20%.

For the entrepreneur, that means that for him/her by the own personality at bottom, it is determined how he/she will act in the entrepreneurial functions. The back-breaking plurality of non-business-economic factors by which entrepreneurial action is represented, perhaps may be an indication why Schneider (1995:13) by having a business economic view only speaks about the 'first endowment of capabilities', looking on the ability of a human; making by this no further differentiation.

By the many preceding influencing factors also gets visible, why the three presented entrepreneurs must act with different entrepreneurial foresight in the entrepreneurial functions: Just because they got different biologic/genetic - and by bonding experiences in the earliest childhood - behaviour-patterns into their bassinet, they are not able to elude from.

As result the question comes out, how and which differences in the personality are delineated, by which humans can vary. And with this, there is also the question how entrepreneurs, concerning their action in the entrepreneurial functions are bringing out different results of their actions, and give to them different abilities, having entrepreneurial foresight.

### **3.1 Personality-differences as indication for different human (entrepreneurial) acting**

The two completely identical entrepreneurs, preceding just spoken about, same aged, with the same education and the same horizon of experiences, coming from the same culture group (no monozygotic twins), in two really in all identical enterprises, with some probability will not have a completely identic entrepreneurial action. One reason for this must be searched in the different personality of these two entrepreneurs. For this reason, the question comes out, in what differences in the personality more concretely as by the six presented paradigms can be constituted human manners of behaviour and experience.

The hint of Burandt and Kanzek (2010:22) gives the suggestion that questions about differences in the personality, also have some importance for economic concerns:

“Although, studies allow not complete homogeneous conclusions, either all clearly personality differences in the psyche of entrepreneurs are visible, comparing them with dependant employed persons”.

Beside personality differences in the sector of a) abilities and competences, there is to differ in b) the emotional cognitive sector and c) the sector of social behaviour (Weber and Rammsayer 2005:321 ff.).

This is necessary for designing a ‘picture’ of the personality on the fundament of the paradigm of the differential psychology, filtering out by this the perhaps ideal typical requirements, an entrepreneurial acting and with foresight equipped human should have. A difficult task in view of the fact of voices Caliendo et al. (2011:1) point out, by which the diversity of personality occurrences between entrepreneurs, is to judge bigger as this diversity between entrepreneurs and non-entrepreneurs.

### 3.1.1 Personality differences in the sector of abilities and competences

Personality differences in the sector of abilities and competences are manifested in discussion points as a) intelligence, b) creativity, c) wisdom, life-understanding and self-understanding, d) social competences, e) self-regulation and self-monitoring, f) stress handling. With these points, the frame was taken, as structured by Weber and Rammsayer (2005:321 ff.).

#### Intelligence

Intelligence means the ability, „1. Getting along in new situations reasoned by understanding, 2. Solving tasks by help of thinking, not based on experiences but by registration of correlations as the essential” (Neubauer 2005:323). Intelligence acts with the ability, tackling novel tasks on basis of existing knowledge and capabilities, by automating acquired abilities (Roth 2003:180). These are both competences which are necessary for acting entrepreneurial with success.

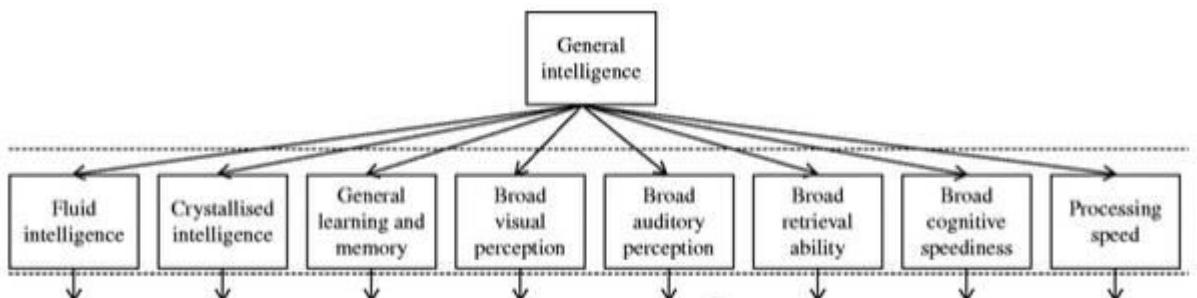


Fig. 7 structure of intelligence like Carroll (1993: no page)

Source: similar Neubauer 2005:326

The structure of intelligence is differed into the intrinsically cogitation, named as fluid intelligence, serving to the knowledge acquisition – and resulting from this knowledge acquisition – the crystalline intelligence, in which acquired knowledge gets strengthened (Neubauer 2005:324). These two primary structural elements also were

transferred - doing the research about intelligence - into the at Neubauer (2005:326) cited intelligence-structure-model from Carroll (1993: no page), which contains further structural characteristics of intelligence, as fig. 7 shows:

With "g" is signed the general intelligence, which then is divided in singular structural elements, which by themselves allow 'refinements'. The plurality of different structural elements including their sub-elements show, in which broadness of variety human intelligence can appear, in which different intellectual partial abilities are standing in a moderate positive relation, by having a statistical view on it (Neubauer 2005:325 f).

Despite such moderate positive relations, it is divinable in which different spectrum the human personality only by the diverseness of intelligence can be characterised. This, in special by realising that the different characteristics of intelligence are diversified in the figure in the by arrows signed level further on.

The figure also shows that intelligence and perception are related. And the ability for perception by itself is a very essential characteristic for entrepreneurial action and entrepreneurial foresight.

And just concerning entrepreneurial action perhaps is important, what Neugarten (2006:897) explains as following: "Intelligence is thus about selective ignorance - knowing *what* to ignore - which allows us to separate between foreground and background, between main and subsidiary, but it is also about being aware of what it is we are ignoring".

The question remains for an answer, in what individual differences of intelligence have their reason. Reasons are supposed in genetic influences, but also in influences of the environment into the intelligence-development. Here, twin studies and adoption studies brought out a genetic fundament for intelligence of about 50 %, by environment caused influences of about 40%. 10% are declared as not explainable error of measurement (Neubauer 2005:329 f.). Other studies assume by research with 2000 twins, that the genetic percentage of intelligence for the personality has 2/3, whereas influences of the environment only have 1/3 (Schinwald 2008:6). As this statement indeed was given for the complete human personality, the statement may remain unanswered, having the same meaningfulness in special for the intelligence.

Differences in the intelligence are also manifested in the individual biopsychological fundament, being founded in the neural efficiency of cognitive activities. A higher neuronal efficiency, more intelligent persons have, can be explained by the activation of smaller cortical areas, and with this a less energy-use these humans have, doing their problem-solutions – in opposite to less intelligent humans. Bonded with this is a smaller uptake rate of 'thinking energy', whereby not bonded resources then are free for solutions in further problem-fields (Neubauer 2005:330). In the end, that are gene-polymorphisms which in connection with the neurotransmitter-systems let come off differences in the personality (and its intelligence) (Schinwald:82).

It remains to be reasoned, that intelligence with its integrative elements appropriate to figure 7 is different in humans, and so is influencing the ability for acting in the entrepreneurial functions and having entrepreneurial foresight.

## Creativity

“Creativity means the ability, including into the problem-solving not only known possibilities or possibilities just thought about, but developing out of the network of individual and potentially relevant experiences always new situational solutions” (Koetz 2006:35).

Concerning creativity, Roth points to associative natures of the cortically meshwork, being associated with a synaptic plasticity, which is influenced by an increasing or decreasing by neurotransmitters and neuro-transmodulators. “For the brain, the difficulty obviously is, finding in action with these procedures the best proportion of synaptic plasticity; and this in special when the brain is confronted with novel problems” (Roth:2003 194 f.).

Thereby, creativity depends on the participating neuronal meshwork. Roth (2003:195) also points out the very often unconscious, intuitive preparation of creative solutions. Then, it can be concluded that creativity is varying anchored in the human personality. Thus, Roth (2003:195) writes: “It can be attended that creative humans have more convenient qualities of the involved meshwork; how these qualities are constructed, is not known”.

Creativity (Guilford 1950: no page) contains the ability of divergent thinking. There must be a sensitivity about the problem, which is accompanied by the fluid of thoughts, originality of thoughts as well as flexibility of thoughts (Asendorpf and Neyer 2012:158). Concerning the personality of creative humans that means, they should be autonomous, self-steered, highly achievement motivated, thinking in step with actual practice, widely spread interested, having a high common intelligence and having a bias for cognitive activity level (Roth 2003:191).

These are requirements, being well preferable having a business-economic view concerning successful entrepreneurial action. That are requirements which are - as written preceding - depending on what the ‘biology’ personally provides for the singular human, and thus, also for the entrepreneur. And by this, the different in the humans anchored creativity, surely also is an element of what, bringing out different entrepreneurial action and different entrepreneurial foresight.

Not in vain, Granig and Perusch (2012:42) can be cited: “The ideation begins after the problem analysis. The generation of new ideas needs manifold instruments, which are best used in a combined form. To this end, a certain degree of creativity must be present”. A creativity - so a hint of Roth (2013:32) - is a characteristic, depending only a little from the environment. Nevertheless, creative thoughts have an environmental connection, because that are norms and values, making creative insights exploitable or even not exploitable (Funke 2000:289).

### **Wisdom, view of life and self-knowledge**

Wisdom, view of life and self-knowledge is a further characteristic in the sector of abilities and competences, humans are differing in. Lombardo (2007:18) defines wisdom as the permanently growing capacity, capturing the big overall picture of life. Winning an understanding about what is important and meaningful, on the fundament of ethic and honesty, the possibility exists, improving the own situation of life as well as that of others.

According to this definition, Lombardo (2007:18) suggests, seeing wisdom as the highest degree of future-consciousness. Thereby, wisdom is a competence too, an entrepreneurial acting human should have available, opening to him the possibility for having foresight: "Wisdom by its very nature, has a future focus – it is the capacity to improve in the world and hence to create a good future". And further on: "Wisdom is the highest expression of future consciousness – the holistic integration of those capacities necessary for flourishing in the future" (Lombardo 2013:63).

The reason for seeing wisdom as a distinctive feature of personalities in the sector of abilities and competences, has its origin in the fact that in the wisdom cognitive, affective, motivational, personal, ethical and social dimensions are united.

Wisdom can be differed into self-referred wisdom (view of life) and common wisdom. Self-referred wisdom means the wisdom concerning the own life, the adaption and the converting of also disagreeable self-referred information. Common wisdom refers to understandings and opinions in different situations of everyday life (Staudinger 2005:343).

As preceding described, intelligence and creativity again in a high measure are bonded on the biology of a human. Either this circumstance could made visible that a common wisdom and view of life underly to a changeability. "In an intervention-research could be demonstrated that the placement of a perspectives activating strategy of thinking leads to an enhancement of tolerance and of worth-relativism" (Staudinger 2005:346).

With this, there is the expectation that entrepreneurial acting and foresight-suitable humans, as competence (competence in the sense of personality differences - not in a business-economic sense) should have a general wisdom as well as a good view of life and self-knowledge. And there is also the expectation that wisdom -though biological anchored - can be seen in a changeable – that means developable – competence for entrepreneurial action. In this sense, Major and Cordey-Heyes (2000:414) cite wisdom as the basis for positive action.

### **Social competences**

Social competences refer to the term of competence. By (psychological) competences, are described behavioural patterns of a person depending on concrete situations and the personal constitution, to which the person is able by its personality traits (Süß et al. 2005:351).

Social competence depends on the quality of the social behavior, a person has, winning and stimulating this by the summary of his/her knowledge, his/her abilities and skills (Lang 2008:19). “In a specific situation, social competent behaviour supports the realisation of own targets, preserving the same time the social acceptance of the behaviour” (Kanning 2009:15).

Social competence has two central dimensions inside, that are to say assertiveness and relationship skills (adaptability). Assertiveness means the ability of a person, following to own interests and preserving them in social interactions. Relationship skills contain the adaption of the person to the environment by learning processes. Thus, a social competent behaviour contains the ability for doing compromises between adaption and assertion. This is a process, allowing the assertion of own interests in social actions, by protecting the interests of other action partners; minimum hurting not the interests of others (Lang 2008:19). Asendorpf and Neyer (2012:159) evaluate an extremely high assertiveness as well as an extremely low one as a sign of social incompetence.

Even if the adaptability of a person on the environment something has to do with person's learning processes, this is not allowed to hide the fact that the ability of adaptability is linked with the biology of the person. So, Roth (2013:98) gives the hint about the frame of the socialisation of a person, as a by person's genetically conditioned temperament and the manor of emotional conditioning: “An open-minded temperament und a positive emotional conditioning makes it easier for the social-educative influences, that a person will be in private as well as social pleasant and adaptable. Reverse, a positive social environment can effectuate only little if temperament and emotional conditioning are angled negative”.

Relating the company founder, Jacobsen (2003:64) demands that he/she besides creating a trustful, creative and comprehensive clime and the ability for employee retention, also must be equipped with social competences directed on steering and imbuing: “In general, meanwhile the view has prevailed that a high social capital, an entrepreneur has, gives an easier entrance to persons, being important for his/her success and helping him or her”. The demand, Jacobsen has on the founder, of course also is guilty to the entrepreneur, who is just acting in die entrepreneurial functions in a running enterprise.

A different genetic determination and a different socialisation, the person of the entrepreneur has, brings out different entrepreneurial action and behaviour; and thus contribute that - as guilty for every human - also entrepreneurial social behaviour besides forms and relations to significant other persons, is leaded by mental imaginations about the own person (Rammseyer and Weber 2010:62).

Presenting and exploring here only the differences of personality in the sector of abilities and competences there remains the assumption that the successful entrepreneur by fulfilling his entrepreneurial tasks, should have a certain quantity of social competence.

Because the won information for entrepreneurial action and entrepreneurial foresight, the entrepreneur is not only creating from his inner, but also with the information from his social environment. And the knowledge about the dynamic of also this environment put the entrepreneur into the position, adjusting to new situations and requirements (Müller and Müller-Stewens 2009:1).

### **Self-regulation and self-control**

The self-regulation (self-determination) and self-control as different forms of deliberately self-monitoring comprise the formulation of those targets, being congruent with the own needs, qualities and beliefs under the precondition, having knowledge about own targets and needs (self-regulation), and being a subject to the own will (self-control) (Koetz 2006:61 f.).

The competences of self-control and self-regulation can be impaired in their efficiency by a will inhibition and a self-locking. The will inhibition holds intentions overly long in the intention memory and so brings out the circumstance about a not finishing process of reflecting, reasons balancing and analysing. In contrast, self-locking effects a limitation of the ability, creating targets and intentions (Koetz 2006:63 f.). Self-locking can entail output losses. “Who doesn’t sense the thoughts and feelings actually wanted by ‘oneself’, is not able, identifying or much less eliminating unwanted thoughts” (Koetz:2006:64).

Self-control goes hand in hand with the ability of target tracking, empowering humans, being sticky to set goals under the influence of internal or external barriers. The self-control takes the part, pushing goals and intentions - cognitive preferences - against emotional preferences, being existent in forms of impulses, needs and wishes. Thus, the self-control has a supporting function for the maintenance of tracking goal-purposes (Baumann and Kuhl 2005:363).

By the competence of self-control - also named I-control – a difference in the personality and the way how to act humans have, and with this, entrepreneurs too -, is given: “A lower degree of I-control signs humans, being not able to put off rewards, following to all impulses and impressing spontaneous their wishes and feelings. In opposite, by a high degree of I-control (up to forced control) humans are signed, suppressing their impulses, wishes and needs strictly, by following to made plans with target orientation and concentrated” (Baumann and Kuhl 2005:365).

Even if it is at this point ‘only’ about, working out differences in the human - and with this too, entrepreneurial - personality, minimum a guess is required, that the successful entrepreneurial person is not allowed to be one of the humans, having no competence for self-control. That also points out to a certain degree of conscientiousness, being demanded. “Conscientiousness is a kind of self-control, relating to planning, organisation and execution of tasks” (Braun et al. 2009:72).

Self-regulation acts about, constructing self-congruent goals. For this process of target creation, a good body-perception and self-perception is needed, bringing out as a self-regulatory competence the ability for making decisions: “A good body perception supports the decision-making competence and also plays an important role for the feedback about the result of self-wanted actions” (Baumann and Kuhl 2005:367).

By self-regulation, humans do not control only their own actions, but also reflect by themselves their own ‘functioning’ (Mummendey 2006:183). In the humans, are running widely unconscious, parallel working, intuitive-holistic mouldings, which are underlying to neuroanatomic conditions, and thereby to the human biology (Baumann and Kuhl 2005:366 f.).

It is not possible to give an answer here, in how far the personal human ability for self-regulation despite the biologic origin as element of entrepreneurial action can be identified, being influenceable. But at all, there are indications about the competence having self-regulation, is different in persons. This fact is pointed out by the existence of questionnaires about self-regulation, by which metacognitive strategies are requested, in parts strategies about the personal handling with inner and outer resources and the motivation (Landmann et al. 2015:52 ff.). Such questionnaires evaluate the requested self-regulation with grades between “very well” until “very bad”. Because a “very bad”, then would mean an insufficient competence about the on the own needs-structure and about the own values and convictions-directed target definition. There must be given a by minimum adequate self-regulation for acting persons, and for entrepreneurial and foresight-oriented humans in special.

### **Coping with stress**

The susceptibility to stress and possibilities of coping with stress are existent very different in the human personalities. Stress is an emotional lived situation, which effectuates increased demands on the motoric and cognitive system (Roth 2003:310). “Coping with stress includes cognitive and behavioural efforts by handling external and internal demands which by the person can be seen as the own resources claiming or overwhelming” (Lazarus and Folkman 1984:141).

It is supposed that the ability for coping with stress, is in connection with the locus of control with a great extent. Thus, it seems that humans with a moderate internal locus of control better can handle the interaction of upcoming stress and stress reaction as those, underlying more to an external coping with stress. Investigations have confirmed that humans with a more external locus of control report more often about health impairment concerning the burdens with critical life events, than humans with a more internal locus of control (Kohlmann and Hock 2005:376 f.).

Roth gives the hint, that the ability enduring stress as grown up, can be sought prenatal by the events during the birth and the early mother-child relationship, ergo the early childhood bonding-experience. And more than this, he points out that the early childhood bonding-experiences have a special meaning for the personality-development of a human (Roth 2013:23). In bonding-styles, a central parameter for the accomplishment of stress and strains is seen (Rammseyer and Weber 2010:60). Furthermore, Roth (2013:85) points out that's the neuro-modulatory systems (noradrenalin-, serotonin-, dopamine- and acetylcholine-systems), by which the registration about changes in environment and body lead to the triggering of behavioural adaption in unspecific arousals. By this, he states that by the household of noradrenaline, stress feelings are regulated. "We state, as just namely said, that positive and negative feelings are bonded constitutionally with the flow of certain substances in the brain" (Roth 2013:245).

Thus, all in all it remains to state, that the human ability handling stress depends beside genetic factors, on the early learnt stress-handling as an important role (Roth 2003:317). That means for the entrepreneurial acting human that his handling of stress and coping with stress in a high measure is predestined, and that so stress and the action with stress is a factor for different entrepreneurial behavior and for the ability too, having entrepreneurial foresight.

In this context, Jacobsen (2003:62) signs out the high stress-resistance, entrepreneurs must have – as different researchers found out correspondent to this hint. Frese and Fay (2000:71) comment that persons with a high own initiative can handle stress-situations better than humans with a lower own stress-barrier. Stress is more tried to be done by action than less by passive, emotional strategies of coping.

By this, on a business-economic sight, there in special remains the demand for the in the entrepreneurial functions acting human, handling active with stress and stress coping.

But by the way, this demand only is *one*, in which entrepreneurial acting humans perhaps can be differed from not entrepreneurial acting humans. The diversity also gets as well visible in the other preceding different personality-differences. And hereby, it is to assume, that this diversity doesn't exist only between entrepreneurs and not-entrepreneurs, but also is present in the group of entrepreneurial acting humans, and by just this diversity leads to different entrepreneurial action.

### **3.1.2 Personality differences in the emotional-cognitive sector**

Until now, 'only' personality-differences in the sector of abilities and competences was reported about. This, without including those differences in the emotional-cognitive sector, as well as those differences in the social behaviour. These differences, also must

be reported about, presenting them in interview statements. Only by looking on these sectors too, a basic understanding can be induced, why in their entrepreneurial functions acting people are not acting likewise and are not able for having entrepreneurial foresight in equal measure - and caused by this are having different results of success. Personality-differences in the emotional-cognitive sector are fixed in terms like anxiety, anger inclination, stress, well-being, self-esteem, locus of control, self-efficacy and optimism (Weber and Rammseyer (publisher) 2005:385 ff.).

That all are terms, having their locus as well as in every other human inside the entrepreneur too, influencing by this his entrepreneurial action. These terms are turning off to the situation that things, being perceived by the human body from inside or from outside, trigger emotional states.

Thus, Eagleman (2012:131) points out that the priority-classification of human - and with this entrepreneurial too - actions in the outside world (that means concerning the entrepreneur by doing the entrepreneurial actions) don't get along without the human emotional meshwork: The emotional system makes the decision about the priority, performing certain actions.

This emotional system conflicts the human rational system, that means the analysis about the impressions from the world outside. Concerning the entrepreneur, this conflict has an important role for entrepreneurial foresight too. Because, as Eagleman (2012:136) says: "The emotional and the rational system yet do not struggle about immediately necessary moral decisions, but also in another very well-known situation: the future planning". This, he justifies by the fact "[...] that we »discount« the future, how economists say. That means, that we ascribe a so much better worth to gains, the nearer they are to us" (2012:136 f.).

Concerning the entrepreneur, from this the question comes out about him - caused by his personal emotional meshwork -, he possibly prefers a shorter preview than doing long-term reflections. However, the answer will be: It becomes clear that the in the beginning listed terms for emotional-cognitive personality-differences like anxiety, anger inclination, etc. obviously specify and individualise human and entrepreneurial action, and therefore must be deeper focused on their basic approaches

## **Anxiety**

Anxiety "names the intra-individual rather stable, but *inter*-individual varying tendency, perceiving a situation as threatening, reacting on this with a higher degree of anxiety state" (Krohne et al. 2005:385).

On the one hand, anxiety is seen as an actual state, but on the other hand as a time outlasting personality trait. A distinction is made between an anxiety coming out of the self-worth and psychical threatening situations, situations of social

interactions, and the review anxiety in situations, in which failure and the loss of self-worth must be worried about (Krohne et al 2005:385 f.).

Anxiety related stimuli are started by a stimulus of the amygdala. “The representation of the amygdala-activity in the working memory is an essential fundament for feeling anxious” (Jäncke 2013:690), because in the amygdala is happening the central information-interpretation - ergo the interpretation about the received perceptions. The amygdala is a part of the limbic system, so that part of the brain, being responsible for the processing of emotions. Anxious arises by subconscious processes in the brain and influences conscious actions (entrepreneurial action is made consciously), by the limbic system influencing emotional coloured human perceptions, beliefs, commemorations and planning of actions (Roth 2001:3f).

For entrepreneurial action, and with this for the formation of entrepreneurial foresight, anxiety in so far can play a role, as there is the postulate that complex tasks are better solved by persons, having less anxiety than by more anxious persons (Krohne et al. 2005:387). The personal conditions for having anxiety, can be found in biological factors as well as in the learning-history of the corresponding person. With learning-history are meant “[...] demographical characteristics like gender, birth order, socio-economic and ethnic status of socialisation-factors (parent-child relationship, educational style, school-experiences) ...” (Krohne et al. 2005:390). By cognition-psychological paradigms could be shown that more anxious persons give a higher concentration to threatening stimuli, and are feeling ambiguous situations more threatening, than less anxious persons do (Krohne et al. 2005:392).

Concerning the entrepreneur that means, that the personal (perhaps not influenceable) ability acting with anxiety let suppose impacts on from entrepreneur to entrepreneur different entrepreneurial action and different entrepreneurial behavioral patterns.

### **Anger inclination**

People differ in the fact, how to feel anger and how to handle this. They have a different anger inclination. “Anger is an in the every-day life comparatively frequently experienced emotion, coming out in the predominantly majority of all cases by interactions with other people. Following to cognitive emotion-theories, anger is triggered by the perception, that another person deliberately or careless causes a damage, and by doing so violates existing rules by his/her attitude” (Vollmann et al. 2004:48).

Hodapp (2005:394) names anger as an ‘emergency response’ of the sympathetic nervous system, in order of preparing the organism on offence or conflict as counteractions. For those being affected with it, activator of anger, are arbitrarily and as consciously induced occasions, effectuating action blockades and target blockades, physical and verbal offences, provocations, criticism, belittlement and defamation.

In addition, it should be noted that anger also represents an emotional state, being differed from anger as a disposition (trait). It is just this disposition, making persons different concerning their extensity or intensity of anger reactions. “Persons, having a distinct anger inclination, compared with persons having a lower anger inclination, assess a wider spectrum of situations being annoying or provoking, and react on this with a higher aggressivity” (Hodapp 2005:396).

Reactions, concerning anger influence humans and with this, entrepreneurial action too: these reactions can have an assertive character - removing the reasons of anger - , but also a defensive character – protecting against an active access. How the person behaves in an anger concerning situation, relies - as Hodapp says - on consistent person-related characteristics, that under the inclusion of specific target patterns of this person (Hodapp 2005:398).

But it's to state – as well as there are in terms of anger high and low activity-scheduled persons -, that anger doesn't bring out only negative impacts, but also provokes rational problem-oriented discussions, and by this having the possibility for the recognition of own mistakes (Hodapp 2005:398). In so far, for entrepreneurial action too must be stated that the personal ability handling anger has an influence on just this entrepreneurial action. Even if with this, anger can provoke a constructive entrepreneurial behaviour, this circumstance is not allowed hiding, that anger is an emotion, by this an affective frame of mind which is underlying as Averill (1982:15) says, to the human biological imperative and by this is interconnected with the human nervous system and in parts with the human genetics too. By this biological imperative, the question remains, in how far the ability acting with anger as an appearing fact is assessable for entrepreneurial action at all. Or if this ability is predisposed, making so differences in entrepreneurial acting personalities visible.

### **Stress**

The examination of stress here takes place from the perspective about emotional-cognitive personality differences. That's why, this is concerning the theoretical facts not a duplication, but an addition to the about the factor stress done considerations under the point of view about personality differences in the sector of abilities and competences.

In a recent research was found out, on the basis of a big main unit of entrepreneurs, that a high personal psychological capital let get visible lower feelings of stress: “And in fact, one recent study, found that among a large sample of entrepreneurs, the higher their psychological capital (as measured by a short questionnaire designed to assess this variable), the less stress they reported experiencing and the higher their feelings of subjective well-being” (Baron 2013:153). How to define stress (Roth 2003:310), just was preceding presented by looking about the personality-differences concerning

abilities and competences. Besides, Roth (2003:317) points out the responsibility of genetic factors in stress-behavior of persons.

Entrepreneurs differ in the ability handling stress because they have a (by nature) different psychological capital (Baron 2013:165). The ability for enduring stress, is determined prenatal and by the ongoing during the birth (Roth 2013:23). This is a hint on the fact that psychological binding styles are a parameter for stress and coping with stress (Rammseyer and Weber 2010:60). Too, there is an interrelation between stress and the personal ‘neurotransmitter-household’. By this, Roth (2013:85) points out that an enhancement of the noradrenalin-emission brings out strong stress-feelings. Thus, stress has beside the genetical a further biological component too.

Stress is a remarkable factor for entrepreneurial action and is noticed as a foregrounded generating factor for the failure of young enterprises during the first five years of their existence (Egeln et al. 2010:III). According to this, Jacobsen (2006:62) concludes that stress resistance is an attribute of entrepreneurs, influencing their behavior. Stress comes out with a) hurtful environmental stimuli, b) stress disorder of the organism, c) the transactional proceedings, that means the interplay between a person and his/her environment (Salewski 2005a:402 f.). “Psychological stress is a particular relationship between a person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being” (Lazarus and Folkman 1984:19).

On the one hand, stress relevant personality characteristics and personality traits can be deduced from socio-demographic people features (gender, health, illness, socio-economic status, e.g.), but on the other hand from stress enlarging personal circumstances, as this shows the negative affectivity (Salewski 2005a:404 ff.). Negative affectivity incorporates those ‘states of emergency’, in which are coming out nervous behavior, depression, frustration, guilt feeling e.g. . Negative affectivity gets visible - bonded with irrational thinking - in a low control of impulses and ambitions as well as in a lower ability, coping tasks (McCrae and John 1992:195). Such ‘states of emergency’ lead to negative assessment-results, entailing in a ‘downward spiral’ further stress experience (Salewski 2005a:407).

In the contrary, humans with a positive affectivity - ergo humans, going through their life with enthusiasm, pleasure, energy and mental alertness - have a better entrance to memory contents, a higher cognitive flexibility, a higher creativity and ability for innovation, as well as a higher effectivity solving problems. These people have a better deal with their personal resources, a better problem-solving orientation as people with a negative affectivity (Salewski 2005a:408 f.)

This description gives the assumption that the entrepreneurial acting human should better tend to a positive than to a negative affectivity, being able for activities in the entrepreneurial functions with success. In addition, it also gets visible that the preceding statement about ‘everybody can be an entrepreneur’, concerning the entrepreneurial success is limited by genetic/biologic factors, being inherent to stress behavior.

## **Well-being**

Human personality differences in the emotional-cognitive sector also can be seen in the well-being (subjective well-being) of a person. That means, how the person is evaluating the own life concerning physical and psychical agreeable and disagreeable feelings and ratings (Lischetzke and Eid 2005:413).

Currently experienced subjective well-being must be delimited from habitual well-being, by which across situations long-term states of feeling are described, being firm for several years. Currently experienced well-being shows fluctuations around the value of habitual well-being, resulting from situational and time of the day dependent circumstances (Lischetzke and Eid 2005:413). By behavioural genetic research was found out that a genetic anchorage of personal differences in the habitual well-being can be assumed. This can be numbered with a heritage rate between 29% and 53% - identical with the estimated heritage rate for extraversion – a personality-dimension which must be reported later (Eid et al. 2003:324). It can be suspected that there are impacts of the genetic predisposition on the well-being by the dopaminergic system, which by the emission of the neurotransmitter dopamine is involved in the formation of emotions (Asendorpf and Neyer 2012:59).

Concerning the human and with this the entrepreneurial acting too, well-being influences by the mood of the moment the human (and entrepreneurial) information-processes, the social behaviour and the health. Flexibility of thinking and creativity depend on the particular mood. Concerning the habitual subjective well-being, a higher well-being is bonded with a higher creativity, a higher sociability and a higher behaviour of health (Lischetzke und Eid 2005:420 f.).

It's daring reckoning that the manor how the entrepreneur acts, also is influenced by his subjective well-being of the moment. But at all, naming the factors of the so called 'Ryff-Scale', which have been used, measuring well-being, then this assumption may be allowed. These are the factors: self-acceptance, control about the environment, positive relationship with others, existence of aims in life, personal increase und striving for autonomy (Ryff and Keyes 1995:723). These all are factors, being in a positive occurrence surely not deleterious, having successful entrepreneurial action. Besides, these are factors too, by which entrepreneurs can be differed correspondent to their individual personality.

## **Self-esteem**

Concerning self-esteem, humans vary in their feeling and behavior. As some people let themselves hardly influence by actual occurrences, other people in their self-estimation are stable over longer periods too. Kernis (2003:2) defines the self-esteem, the feeling of oneself: "Self-esteem is an important psychological construct because it is a central component of individual's daily experience; it refers to the way that people feel about themselves, which reflects their ongoing transactions with their environment and the people they encounter in it".

The deep outline of the facets of self-esteem, as presented in figure 8 (Shavelson et al. 1976:413) points out in how many elements of self-estimation humans and by this, entrepreneurs too, can differ – and caused by this must come to different personally conditioned action-results. The picture clarifies, that beside learnable and activity-related abilities of the academic self-concept, again emotional and physical factors play a role. That means those factors, being determined minimum in parts by the personal biology of the person. The self-assessment of the person, ergo his/her (emotional coloured) self-evaluation means singular facets, or even the overall assessment of his/her self-concept (Rammseyer and Weber 2010:140). That means - as preceding mentioned - the cognition of a person about his/her ‘self’.

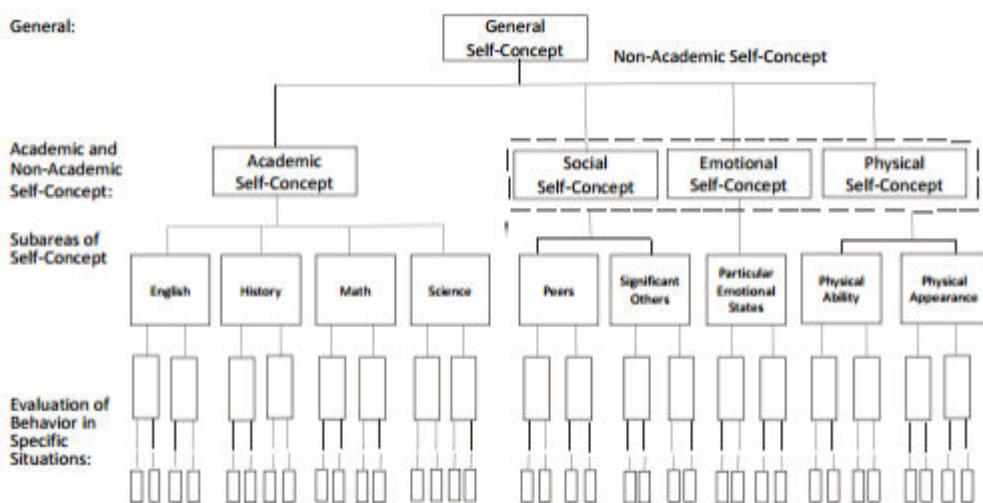


Fig. 8: Hierarchic organisation of the self-concept

Source: Shavelson et al. 1976:413

The self-esteem evaluation is available by inner sources and from outside. Possible sources from outside are knowledge, attractivity, feelings of predominance, involvement in social relationships. A very solid source of self-esteem estimation, at all lies in an inner resource; namely the success dependent and from positive feedbacks dependent self-acceptance (Schütz and Schröder 2005:425)

For human – and of course entrepreneurial too – action in the entrepreneurial functions, the assessment of the self-esteem can play a role in so far, as a high self-esteem can bring out by an excessive focusing on the own abilities an overestimation of one's own capabilities, so that feedbacks from outside (perceptions) will not be evaluated adequate (Schütz and Schröder 2005:427). This, then would have effects on the process of perception, being the fundament of entrepreneurial foresight and entrepreneurial action.

People with low self-esteem have doubts on their own abilities, they suffer more from fears of failure, they tend to be sceptical defining tasks and fulfilling them. And thus, they are binding cognitive capacities, which at all would be necessary for planning and doing the tasks. That brings out a bigger failure probability (Schütz and Schröder 2005:427).

By this, for entrepreneurial action, an expression of high self-esteem perhaps would be desirable. This stable self-acceptance is signed by perception of own weakness, reaction on successes and failures, taking hints seriously, having no fundamental self-doubts (Schütz and Schröder 2005:428).

### **Locus of control**

A further essential element of personality-differences in the emotional-cognitive sector is the locus of control. The locus of control a person has, relates to person's belief, initiating or moving something by own action under changing conditions (Brauckmann et al. 2008:13).

"Humans differ in finding the locus of control about their life inside themselves - that means internal - , or in finding this from outside of the own person - that means external" (Salewski 2005b:431). As preceding delineated, the locus of control is discussed too as a business-economic competence for entrepreneurial action. An external locus of control is more attached to the tendency to be timorous, aggressive, sceptical, unconfident, less efficiency-oriented, etc., than an internal locus of control is (Rammseyer and Weber 2010:96).

The development of the locus of control comes by repeated experiences between a behavior and the by this coming out consequences, and the development depends on the earlier made personal history of learning. By this, Salewski points out that specially earlier made experiences of learning in the family have a formative influence on a later internal or external of person's locus of control. By parental warmth, support and age-appropriate requirements, in the human personality a more internal locus of control is constructed (Salewski 2005b:435).

Concerning the personality-expression there is an interdigitation with the preceding discussed self-esteem: "The self-esteem of a person depends on the evaluation of his/her generalised locus of control too. If a person concludes by made experiences that he/she can't influence his/her environment, this supports a negative self-esteem" (Laskowski 2000:65).

It is suspected that for the entrepreneurial acting person, more an internal locus of control should be desired. Because higher degrees of internality, are followed by a better adaptability on situations and a higher effectiveness (Salewski 2005b:433).

### **Self-efficacy**

Closely bonded with the locus of control is the concept of self-efficacy. "The personal evaluation of own success promising action possibilities is the central component of self-efficacy" (Jerusalem 2005:438). With this, self-efficacy is a very central component of human action. Because humans can only get active in actions, if

their behaviour starts wanted effects, or can lead to them (Rammseyer and Weber 2010:100).

Braun et al. (2009:73) point out that humans with a comparative high self-efficacy can be supposed more successful concerning their entrepreneurial action than those humans with a lower expectance of self-efficacy. This, concerning the efforts by doing the own actions, the own aspiration level, the flexibility of problem-solving orientation and the own performance evaluation.

Seemingly, this assumption can be confirmed by empirical studies, so that just entrepreneurs have a higher self-efficacy concerning their entrepreneurial action, than employed persons have (Roth and Herft 2010:72). By this, Jacobson (2003:58) argues that the probability of the formation of an enterprise is bigger with persons having a high expectation of self-efficacy, than other persons have. In the same manner Baron (2013:104) writes: "Overall, entrepreneurs are indeed higher in self-efficacy than other groups. Perhaps more directly, this evidence also indicates that there is a strong link between self-efficacy and both the tendency to start new ventures and so to archive success in them". As justification can be indicated that a high self-efficacy "[...] also supports the implementation of task-related and sustained behaviour, being necessary for the handling of antagonisms" (Roth and Herft 2010:72). Obviously, a high self-efficacy and the ability of target tracking, as well as the research for approaches are knotted with another

Self-efficacy arises by own experiences, by vicarious experiences and by linguistic convictions. Successful activities by own experiences encourage the self-efficacy; by negative results, this will be more devitalised. If there are no own experiences, on which self-effective action can be erected, falling back to experiences of others can increase the own self-efficacy. Furthermore, the expressed trust of others into the abilities of the own person can be increased by their encouragement (Jerusalem 2005:442 f).

According to that, successful entrepreneurial action and entrepreneurial foresight most likely can be estimated from those persons, having not a lower level of own self-efficacy: "A person with low self-efficacy believes he is relatively powerless with respect to the future, whereas a person with high self-efficacy believes he has a high level of control or influence on the future" (Lombardo 2008:49).

Lombardo (2007:5) points out the entanglement between self-efficacy and optimism: "Connected to the attitudes of optimism and pessimism are the psychological attributes of self-efficacy and perceived helplessness".

## **Optimism**

The ability for having optimism is a further emotional-cognitive element, humans are differing in. Optimism shows positive expectations concerning the trends in the future (Renner and Weber 2005:446).

Dispositional optimism as over the time stable expectations about results, makes possible, adhering on targets even by having problems with the target realisation. This with the trial, reaching the targets with heightened efforts, more positive feelings, a higher perseverance of target tracking. At all, with dispositional optimism it is possible too, solving from targets earlier if they prove to be unrealistic. Earlier, as this is the case with more quickly pessimistic disposed persons (Renner and Weber 2005:449).

For entrepreneurial actions, an optimistic tenor in so far is important, as this optimistic tenor brings out more convenient cognitions, the ability for coping with stress, and all in all a higher efficiency (Renner and Weber 2005:451). Also, optimism can be considered as a factor (besides others) for the coping of crises and setbacks (Elbe 2015:22). However, an uncontrolled 'overoptimism' can hold the dangers inside itself, misjudging situations. There is also the fact to consider that 'false optimism' can lead to the situation, accepting tasks for themselves, from which Herz et al. (2013:2 f.) suppose: a high level of optimism – over-optimism - has an important influence on entrepreneurial and innovative behaviour; but at the same time holds dangers inside itself, that by over-optimism done business-activities do not bring out an economical success.

Thus, it can be supposed that successful entrepreneurial action and the ability having entrepreneurial foresight is supported too by an optimistic positive grounded tendency of the entrepreneur.

### **3.1.3 Personality-differences in the sector of social behaviour**

Personality differences are existent in the sectors of prosocial behaviour (helping behaviour), empathy, aggressivity, profiling and social support (Weber and Rammseyer (publisher) 2005:457 ff.). This can be co-determining for entrepreneurial action and entrepreneurial foresight.

The social behaviour comprises the interaction with others, it is marked by emotions and behavioral controlled by emotions. Emotions have - as mentioned before - a biological origin; that are neuro-biological processes, bringing out by help of so called neuro-modulators (serotonin, dopamine, noradrenalin, acetylcholine) emotions supported by the limbic system (Roth 2008:7). Thus, emotions are a factor for a conscious planning and steering of behaviour, concerning the selection how to behave and having certain behavior (Roth 2003:291). More global, Amsteus (2008:54) formulates: „Contemporary theories of social behavior are based on the chiefly unquestioned assumption that human activity is determined by cognitive variables”.

Rammseyer and Weber (2010:62) point out that social behavior is leaded by “[...] mental imaginations of the own person, significant other persons and the forms of relationships”. The level of human’s social competence depends on the factor in how far they are able, bringing out thoughts about the own behavior and about the environment, by recognising relations (Laskowski 2000:99).

### **Prosocial behaviour**

Prosocial behavior contains a deliberately and intentional action which “[...] potentially or effectively supports the wellbeing of a recipient” (Bierhoff 2009:13). The goal of acting like that is, bonded with striving for even appreciation or willpower, doing something good for others or oneself (or both) (Bierhoff 2009:13 f.).

Caused by the existing relation between the individual temperament und the prosocial behavior, a genetic basis is supposed. Because to the temperament-factors a high genetic basis is written to. However, beside the genetics, the prosocial behavior is influenced by effects from the environment too (for example just by the parent-children-relationship). Prosocial positive predisposed humans, for other humans and their well-being have a with thoughts and actions care taking and supporting inclination (Bierhoff 2005:459 f.).

Concerning the entrepreneur, just this element of taking care for and around others, incorporates the aspect of social responsibility, acting entrepreneurial. This ‘taking care for others’ is bonded with ‘self-confidence into the own leadership skills’ and with ‘cognitions about fairness’ (Bierhoff 2005:462).

As acting in the entrepreneurial functions always includes the aspect of ‘taking care for others’ too (for example in the sector of human resource management), for the entrepreneurial foresighted acting person, a good level of positive prosocial action seems to be desirable - a quality, which seems not being completely learnable, caused by the genetic predisposition and in which entrepreneurs differ.

### **Empathy**

„Empathy means that an individual emotional participates on the experience of another person” (Friedlmeier and Trommsdorff 1992:138). On the one hand, empathy refers to an emotional component, but otherwise has a cognitive component too. This applies to the process of emotional realisation that feelings of other people are witnessed, being not urgently the own ones (Steins 2005:46). So, empathy presumes the ability, registering and understanding the feelings of others cognitively. Ergo, intellectual performances then are the flash point for having own emotional reaction (Friedlmeier and Trommsdorff 1992:141).

There follows a ‘putting oneself inside’ an interaction partner with the trial, registering his momentary and prospective mental and emotional status – which can be reduced to

limbic structures (Jäncke 2013:750). Thus, empathy is - in the widest sense - inhered in a biological structure. But empathy contains (dependent from the age) experienceable and learnable components. The ability and the readiness for having empathy varies a) with the attention giving to another person, b) the ability, recording emotional expressions of others, c) the degree of awareness about own emotional reactions and d) the shape-degree, the self-owned emotional reactivity has (Steins 2005:469). Besides, the ability and the preparedness for empathy varies with the quality of relationship to the person, one is interacting with. So, Steins (2005:471) points out the contagion-potential for empathy from dependent persons in opposite to those persons, from whom they are dependent.

Concerning entrepreneurial action, by the ability for empathy an emotional relationship to other economic actors will be created (Fülling 2009:359). So, von Bismarck (1996:10 f.) brings out the communicative qualification as a part of social competence, which in the business connections increasingly demands a higher level of empathy. In this sense, Seewald (2014:138) signs empathy as an entrance into a constructive and cherishing action in working-processes: "In special, in economical tense times, in conflicts of interest or in individual phases of crisis, in the gainful activities too, we depend on facing our interaction-partners - colleagues, disciplinarians, employees, clients - with empathy and appreciation; coming to good solutions and arrangements". By empathy, personal and structural areas of conflict in economical processes can be resolved. And so, empathy can prepare the ground for rectified actions of all involved persons in an enterprise (Seewald 2014:139).

As persons differ in their empathy-ability, it is to assume that successful entrepreneurial action minimum should contain a certain level of this ability. Because, by knotting empathy with cooperation, innovation and the changeability of market-processes, the factor empathy can "[...] get the driving force of strategy, date-productivity, marketing, product- and program- development, the sales and finally the gain and the success" (Miyashiro 2013:35).

## **Aggressivity**

Aggressivity is a further fact to show, by which humans differ concerning their social behavior. Aggressive behavior is a wilful behavior with the goal, aggrieving another person (Krahé 2005:476).

Every type of aggressivity gets started by a this aggressivity stimulating effect, generated by a whatever natured 'attack', a received answer, and/or other neuronal supported mechanisms (Averill 1982:38). But aggressive behavior can be traced back too to genetic and prenatal reasons, to early childhood experiences, the damage of cognitive and emotional functions, as well as early processes of socialisation (binding-experiences, lac of appreciation in the nonfamiliar environment) (Lück et al. 2005:7f.). Roth (2003:352) points out that studies about aggressive behaviour find the anchorage of this in the determination of child's personality during the first five years of life. The

aggression-motive belongs to a group of motives “[...] which are existent during the whole life of humans, influencing their actions” (Laskowski 2000:87). Thus, the readiness for aggression can be assumed as an assimilable stable disposition (personality disposition), as the intelligence is (Krahé 2005:477).

Beside this over the time and across situations stable and for humans different - named trait-aggressivity - personality disposition with the core-components of physical aggression, verbal aggression, anger and animosity, there must be regarded too aggression-relevant tendencies like impulsiveness and pondering (Krahé 2005:476). By this, Krahé (2005:477 f.) points out that dependent from their impulsiveness-level in persons by provocation and infuriation excitements can be triggered; and that persons with a more pronounced excitability have a bigger tendency for aggressive behavior. The same is guilty to persons - more than for other persons -, assembling aggression-potentials by pondering, they have after an aggression starting occurrence.

It's difficult, making an 'allowance' concerning the behavior of aggression, how aggressive the successful in the entrepreneurial functions acting entrepreneur ideally should be. Much more it is necessary, getting the knowledge that entrepreneurs too are different in their personal aggressivity-potential; and that they will too (besides all the other the personality differing factors) direct their entrepreneurial action correspondent to this individual potential of aggressivity. By this reason, it may be legitimated making for the in the entrepreneurial functions acting person an assumption about an aggressivity-level correspondent to that of an average person – just as assumed for dimension of intelligence. However, Frese and Rauch (2001:4554 f.) point out that an entrepreneurial orientation (and with this entrepreneurial action too) must include a competitive aggressivity, being successful on the market.

### **Self-presentation**

As a further aspect of personality differences in the sector of social behavior must be seen the self-presentation. “»Self-presentation« (not to mix with »self-representation«) means self-portrayal and signs the behavior of an individual in front of other persons or in the public, by which the individual in a certain measure influences the impression, other humans have about him/her” (Mummendey 2006:77). The function of the self-presentation can be seen in a) a medium of interpersonal exercise of influence, b) the upgrading of the identity and increase of self-esteem, c) the formation of positive emotions (Daig 2006:42); but in the needs for appreciation, influence and potency too (Laux and Renner 2005:486).

An important position the self-monitoring (self-regulation) has concerning the behavior of self-presentation. Persons with a high tendency for self-monitoring, control and regulate their behavior correspondent to the (however) got hints from their action partners. Thus, with this self-control about oneself is knotted an action competence. Those people have a better ability, noticing information from interaction partners, than persons with a weaker self-monitoring tendency have (Laux and Renner 2005:488). In

studies was found out a connection between self-monitoring and the ability for having expressive control, as well as the ability, deciphering nonverbal signals (Laux and Renner 2005:488). From this, the hypothesis is deduced, that the behavior of those who control themselves expressive, is more sensitive in situational changes of required performances (Gangestad and Snyder 2000:531).

„Strict self-surveillants are in special skilful, noticing the mental state of other persons und harmonising the own self-presentation with this. They quickly find out which form of self-presentation is most likable in which situation“ (Laux and Renner 2002:130). A lower animus of authenticity is bonded to this (Laux and Renner 2005:490). In the opposite, the animus of authenticity is high for people with a weak developed tendency of self-surveillance with a then lower acquisitive caused behavior and a lower self-protecting behavior (Laux and Renner 2005:490): “In opposite to this, persons with a weaker animus of self-surveillance tendencies prove themselves to be less alert to information, concerning the suitability of self-presentation in different situations“ (Laux and Renner 2002:130).

About the entrepreneur, perhaps here can thus be deduced that the entrepreneur should own a higher tendency of self-surveillance, because linked up to this is the ability for having action-competences.

More than this, the way of self-presentation a person owns, doesn't influence only how this person is noticed by interaction partners, but also the fact how this person is seeing him/herself. Thus, changes in the way of self-presentation can effectuate a change in the self-concept (Laux and Renner 2005:491). With this, for entrepreneurial action and behavior here perhaps is something like an ‘adjusting screw’ which can be ‘adjusted’ by social feedbacks and the from them following perception of the own behavior.

### **Social support**

Coming from relationships in social networks, social support is meant as such an action-intent, by which based on own action to an action-recipient is given assistance in a form that the action-recipient or the actor realises the intent of support (Klauer 2005:493). The conviction being able to receive social support is seen as a stable cognitive person-attribute, being linked with other variables of personality (for example locus of control and anxiety) and having a protective effect on characteristics of the physical and mental healthiness (Klauer 2005:493 ff.). Thus, the trust in social support is a resource on which humans orient their expectations regardless of objective facts (Martin 2011:23).

It is believed that also persons with a distinct trust in their own possibilities of action and influence - so to say persons with a high internal locus of control - accept and use social support with appreciation (Klauer 2005:497). Concerning the entrepreneur, that can give a meaning to the ability, seeking and accepting social support. This ability can

so support the process of entrepreneurial action in the entrepreneurial functions; in special in social networks based on reciprocity too. The ability for constructing social networks has an entrepreneurial importance, because these networks bring out a protection against crisis and problems; reasoned by the fact that social support satisfies social needs, and so gives an orientation-possibility in stress situations and an orientation-possibility in complex social situations (Reithmayr 2008:14).

### **3.1.4 Supposed psychological requirements to the with foresight acting entrepreneur on basis of the presented personality differences**

The multiplicity in the preceding named differences of human personality in the sector of abilities and competences, the emotional-cognitive sector and the sector of social behavior shows the largeness of the spectrum, in which entrepreneurs are individual represented by their own personal behavior patterns; and how manifold by this - as the interview partners document - also the entrepreneurial action in the entrepreneurial functions can be.

At once gets visible, which immense diversity is hidden behind this, which Schneider (1995:31) with the term 'individual other capabilities' includes in his prescribed terminology, he determines with, who an entrepreneur is. This diversity, having explanations not in the business economics, but in an interdisciplinary field of research, perhaps makes understandable why Schneider leaves this term 'individual other capabilities', and doesn't open this term – pictorial understandable as a door - not wider. And at all, the diversity of the term 'individual other capabilities' with the differences in the personality - as tried to present preceding - is not completely in all facets described, but - as can be shown further on – minim to complete with thoughts about personality traits and the nearer to explain self-concept.

Of course, the question comes up how the entrepreneur in the singular personality differences must be 'constructed', doing the entrepreneurial tasks foresight-afflicted with success in the entrepreneurial functions. How to define the success of the enterprise in singular, surely depends on the entrepreneurial parameters on which this success is directed. Selected parameters can be those, as listed in the following in picture 9 (Koetz 2006:21).

Category	Samples for success indicators
business-economical aspects	<ul style="list-style-type: none"> <li>- survival of the enterprise</li> <li>- business volume and its development</li> <li>- amount of profit (cash flow) and its development</li> <li>- number of employees and the development of the number of employees</li> <li>- income of the entrepreneur</li> <li>- return on investment</li> <li>- calculation of the value of the enterprise</li> </ul>
psychological aspects	<ul style="list-style-type: none"> <li>- target achievement (personal and company-related goals)</li> </ul>
further aspects	<ul style="list-style-type: none"> <li>- job satisfaction of the staff and a good working atmosphere</li> <li>- customer satisfaction</li> <li>- know how of the entrepreneur/company</li> <li>- continuity concerning the supplier relationship</li> <li>- enlargement and improvement of the delivery</li> <li>- quality of the products</li> <li>- image of the enterprise</li> </ul>

Fig 9: scheme about selected parameters of enterprise-success

Source: Koetz 2006:21

Bringing the multiplicity of samples in the scheme of picture 9 for success-indicators into a connection with the multiplicity of the presented factors in which humans - and with this, entrepreneurs too - differ, the formulation of demands is hard, how the entrepreneur in which of the presented personality differences should be psychological 'constructed', getting suitable to which indicator of success in a positive sense.

By this reason, here a more generalised reflection of the personality will be necessary, making it possible, allocating to the human (entrepreneurial) personality characteristics based on personality differences. Thus, perhaps an answer is possible how the entrepreneurial acting and foresight having person should be 'constructed' under an interdisciplinary-psychological point of view. That's why the preceding inspection of personality differences is important, working out by this inspection elementary factors, by which a personality can be characterised best of all (Roth 2013:16).

Making in a nutshell with the preceding comments about personality differences the trial, to find out how the with foresight-ability equipped entrepreneur psychological 'should be' - concerning these differences -, so this is only a tabular deduction from the till now presented theoretical indications, to which practical comments by the statements of the three interview-partners were attached. In so far, the tabular presentation can only show a *substantiate assumption*, which concerning a scientific relevance needs a lot (not in this script done) of empirical research for examination. Nevertheless, this step is risked here, omitting not possible points of view, psychological contouring an ideally, being successful in the entrepreneurial functions and with foresight animated entrepreneur.

abilities and competences	degree of appearance	remark about the supposed entrepreneurial capabilities
intelligence	minimum middle	minimum a middle common intelligence with good abilities in the fields of memory and learning, perception, resourcefulness
creativity	necessary	necessary with a sensitivity for problems, originality and flexibility of thinking
wisdom and self-knowledge	necessary	necessary, because in this is incorporated the future-consciousness by the association with the association of cognitive, affective, motivational, personal-ethical and social dimensions
social competences	high	high social competences, because with this, assertiveness and adaptability is bonded.
self-regulation and self-control	high	necessary in a high degree, because by this is regulated the process of building self-congruent targets, and maintains the ability for a target-control as a supporting function, preserving the purpose of target tracking
coping with stress		an active handling of stress, coping with stress, as well as a high stress-resistance is necessary

Table 1: personality-differences in abilities and competences

emotional-cognitive specificities	degree of appearance	remarks about the supposed entrepreneurial capabilities
anxiety	not too high	an anxiety not too high, so that menacing impulses do not get more attention as necessary. This, for having the chance to solve complex tasks better
anger inclination	middle	an anger inclination not too high, but also not too low. This, for having the chance to start rational and problem-oriented discussions about the recognition of own mistakes.
stress	positive affectivity	positive affectivity, escaping from a nervous behaviour, depressions, frustrations, feelings of guilt, a low ability for mastering tasks
well-being	high	a high subjective well-being, because this serves to the self-acceptance, the control about the environment, positive relationships to others, the existence of aims in life, personal growth and the striving for autonomy.
self-esteem	high	high self-esteem with a solid self-acceptance. This for perceiving own weak points, reactions on success and failure, taking hints seriously, avoiding general self-doubts.
locus of control	internal	a more internal locus of control including the with this bonded higher ability for adaptability on situations and a higher efficiency.
self-efficacy	high	a higher self-efficacy, because from this depends the evaluation about own, success promising actions.
optimism	positive	an optimistic primary focus. By this, a more convenient cognition, stress-coping and a higher effectiveness. No 'over-optimism', caused by the with this bonded possible misinterpretation of situations.

Table 2: personality-differences in the sector of emotional-cognitive characteristic

social behavioral specificities	degree of appearance	remarks about the supposed entrepreneurial capabilities
prosocial behaviour	positive	positive prosocial behaviour and action, causes by the with this connected self-trust in the own action-competences and the sense for justice
empathy	high	high empathy, this for resolving personal and economical areas of conflict and for the creation of a rectified action inside the enterprise
aggressivity	middle	a middle potential of aggressivity is bonded with the ability, having a competitive aggressivity.
self-expression	higher	a higher potential for the in the self-expression situated tendency for self control. Important for leading-emergence and organisational abilities.
social support	high	a high ability for giving social support. Because with this, the ability for creating networks, giving orientation-possibilities in stress situations and in complexe situations is possible.

Table 3: *personality-differences in the sector of social behavior characteristics*

### 3.2 Personality as flow of personality educating determinants

As just mentioned, the term personality is understood as the sum of human's personality traits, being presented in his/her regular characteristics of behavior and experience (Asendorpf and Neyer 2012:2). That are as well physical as psychical aspects too, under which the personality of a person can be found out. This from the sectors: a) morphology (by features), b) physiology (inner bodily processes of life), c) needs (constant preferences for certain conditions) d) interests (constant preferences for activities) d) attitudes (constant positions and meanings in social affairs, e) appropriateness (abilities for certain activities), f) temperament (tendency-related personality characteristics) (Rammseyer and Weber 2010:14 f.).

Thus, the human personality is not only directed on its contemplation in the psychology, but also on factors of anthropology, somatology, biology, sociology and genetics, being realised principal by the entrance into social relationships as 'personality'. "The personality is not pre-existent, but rather will be created by the communication with the environment" (Simon (publisher) 2006:10 f.).

This statement is coincident with the preceding presented projections about the dynamic-interactionistic paradigm, by which the behavior-organisation of an individuum relating to the organisation of his/her environment is seen indeed as temporally stabile, but changeable in the long term, giving so a space for change-processes between the individuum and the environment et vice versa (Brauckmann et al. 2008:6). That perhaps will play an influential role concerning the question, in how far the human (entrepreneurial) personality in the basic structure and by the environment is modifiable.

Here, the **psychological approach** is standing in the focus of the interest, by which the personality (the entrepreneurial personality) concerning his/her personality-traits (and not his/her personality-differences) is contoured. Because this can be an approach, by

which the entrepreneur concerning his actions and his ability having foresight – developing entrepreneurial foresight - and the ability acting with not quantifiable insecurities can be nearer explained and described.

Thus, Koetz (2003:13) refers to the just 1921 by Frank Knight in his oeuvre 'Risk, Uncertainty and Profit' formulated definition of the entrepreneur. So, personality traits will be in the focus, ergo over the time and trans-situational rather stable criterions, being grounded in the behavior and the self-evaluation a person is ascribed to (Mummendey 2006:251), and by which personality-characteristics are manifested in differences of experiences and behavior.

Thus, it is about the presentation of possibilities, describing persons in general, and the person of the entrepreneur in special in characteristics which are anchored in their personality, being important for entrepreneurial action. So, it is no longer about the meaning and the importance (for entrepreneurs too) of existing differences in the personality, but about the target-oriented description and registration of the entrepreneurial personality by his/her personality-traits.

For this description, the projection of the 'Big-Five-Concept' gives a possibility, being able on basis of the current literature and the current state of knowledge, indicating the human personality. It is this a concept by which besides the habitual behaviour-orientations concerning the interpersonal contact of humans, personal differences in the very personal sectors about attitudes, experience and motivation are registered too (Gerlitz and Schupp 2005:2).

Subsequently, then must be added to the bricks 'personality-differences' and 'personality-traits' for the characterisation of 'personality' still considerations about the person-related - and so the entrepreneurial too - self-concept. This, before then a - not as preceding tried only by personality differences - contouring of the psychological anchored entrepreneurial personality can arise.

The discussion about the self-concept is important, because by this also process-related changing results of interaction-processes are captured, which are not underlying to an outlasting structure like personality-traits (Mummendey 2006:15). The self-concept is understandable as the "[...] entirety of the on the own person related assessments" (Mummendey 2006:25).

### **3.2.1 Psychological personality-traits on basis of the 'Big-Five' personality-dimensions**

Similar preceding Mummendey, also Borghans et al. (2011:3) describe in citation with Roberts (2009:140) personality traits abstractly and comprehensive: "Personality traits are the relatively enduring patterns of thoughts, feelings, and behaviours that reflect the tendency to respond in certain ways under certain circumstances". In this process, there is

a focus on the stability of behavior patterns including stable thoughts and feeling-patterns as well as action and reaction (Borghans et al. 2011:3f).

Thus, the description of the personality is done in the sum of its characteristics (traits) by the analysis of the interaction of longer lasting allurement-constellations and behavior patterns: “The behavior or rather the reaction of the individuum on certain situations are depending on individuum’s traits, building at the same moment his/her behavior-dispositions” (Brauckmann et al. 2008:6 f.).

That’s why, it’s about capturing the human behavior-traits. A today trait-theoretical allowed and often used approach, describing the personality, is the 5-factor-model ‘Big Five’. This is an approach which by means of many experts best characterises a personality.

The approach contains the factors (description-dimensions of personality): *neuroticism*, *extraversion*, *agreeableness*, *conscientiousness* and *openness* (for experiences) (Roth 2013:17 f.). These are personality-traits, “[...] being in parts caused genetical or by the development of the brain, in other parts patterned early infantile, and being stabilised in their individual specificity early” (Roth 2013:32).

The 5-factor-model (Big Five) is named as one of the mostly used model of classification for personality-traits (Braun et al. 2009:72). Caliendo et al. (2011b:3) point out that these factors are helpful explaining the entrepreneurial development. Furthermore, there are research about relationships between the ‘Big Five’ and the survival of enterprises, the labour-performance and the income (Markgraf and Löbler 2007: no page).

The course of action, finding out those preceding named five personality- dimensions stands on the ground of own-evaluation and external-evaluation of persons by test-persons (probands) based on presented terms (word-lists describing interindividual differences). The result of this evaluation after scoring by factor-analysis could be summarised to even the named dimensions of personality-description (Rammseyer and Weber 2010:233). At the same time, to each of the describing-dimensions (neuroticism, extraversion, agreeableness, conscientiousness and openness) on a high level of abstraction are allocated several more specific personality traits, being compounded by as well positive as negative single-features (Roth 2013:17).

Asendorpf and Neyer (2012:106) explicate: “With the lexicographical entry, the complete lexicon of a language is reduced step by step to a manageable number of trait-descriptions. Herewith, are done self-assessments and assessments by acquaintances with many persons; the resulting correlative similarity structure then by factor-analysis is concentrated to only a few preferably independent factors”. The result of this concentration - that means, which more specific personality traits then can be allocated to the 5 dimensions - remains for an explication step by step.

Even if describing the personality, the ‘Big-Five’ approach comes from a lexicographical entry, it must not be forgotten that behind the terms describing the personality-dimensions are hidden differences in the human (entrepreneurial) personality, as presented preceding.

This hint perhaps refutes the demur that with a composition of ‘words’ to the superordinate concept of the ‘Big -Five’, in the end perceptions of laypersons on basis of all-days psychological monitoring formulate this concept (Lang and Lüdtke 2005:31). Because: it is not allowed, ignoring the strong genetical conditionality of the human personality. And to this conditionality, by researches a relationship between genetical influences and the ‘Big-Five’ could be proved. The heritability of the ‘Big-Five’ was on the average identified with 50%. In singular: neuroticism 48%, extraversion 54%, agreeability 45%, conscientiousness 49% and openness for experiences 57% (Bouchard and McGue 2003:23).

Furthermore, is to say: “[...] that genetical factors explain an eminent part on the individual variability of most of the behavior characteristics, and that the relationship between aspects of environment and characteristics of behavior in parts is genetical anchored” (Pinquart and Silbereisen 2007:19).

With this, the describing-dimension of the ‘Big-Five’ probably have the potential capacity, describing similarity-dimensions between characteristic traits reliable. This, even if such a reliability of deduction of the five personality traits out of neuronal respectively physiological parameters of the brain-functions is not yet coherently proved (Lang and Lüdtke 2005:31). However, in this context must be considered “[...] that diverse polymorphisms in genes – coded for cytokines - regulate these cytokines in their concentration and activity, and those cytokines again have influence on the neurotransmitter systems, which for her part give distinction to personality traits ...” Schinwald 2008:28).

The entrepreneur must - as described – make decisions under insecurity. For doing this, he needs beside his professional abilities and a certain tolerance of risk also by his personality-structure influenced abilities (Caliendo et al. 2011b:4). It must be not overlooked that these by entrepreneur’s personality-structure purported abilities, influence the entrepreneurial action concerning the information, reaching the entrepreneur from inside of his enterprise, from the markets, from environmental and political influences etc. by perception.

Even if the ‘Big-Five’ - ergo these 5 in the following to present and to prove on basis of the interviews with the entrepreneurs of this scripture - elements of neuroticism, extraversion, agreeableness, conscientiousness and openness seem to describe the (entrepreneurial) personality-structure well, Caliendo et al. (2011b:7) point out with a critical voice: It seems being problematic, reducing the many singular sub-trait contained in the five personality-dimensions on just these five big personality-dimensions. The difficulty is reasoned in the fact that singular in the respective dimensions integrated sub-

traits could be contrary to another, and by this information about the effective personal traits of a person could got lost. That's why it would be more revealing, really looking on the singular sub-trait of personality the entrepreneurial acting person has, instead of bringing these traits under the roof of such a broad taxonomy, as the 'Big-Five' taxonomy is.

Also, must be considered that the 'Big-Five' taxonomy perhaps mirrors not all, what a personality and his/her action is. Because in the lexical approach can only be personality-factors for which terms were considered. That's perhaps why Caliendo et al. (2011a:4) argue that entrepreneurial activities by the five-factor-model are not explainable sufficiently. So, for example, there is the argument that factors like risk-preference and emotionalism are not contained in the 'Big Five' (Ruf 2009:11). And specially, the factor risk-preference must be evaluated as significant for entrepreneurial behavior.

Furthermore, the 'Big Five' as the time outlasting behavior patterns do not include such variables, being less stable over the time. That are variables, to which preceding by describing personality differences was given some relevance for entrepreneurial action: locus of control, sense of self, self-efficacy (Markgraf and Löbler 2007: no page).

Despite such - critical too - comments, the 'Big Five' give a help making entrepreneurial development and entrepreneurial action comprehensible: "With respect to the Big Five approach, in particular the traits 'openness to experience' and 'extraversion' and to a lower extent 'agreeableness' and 'neuroticism' help to explain entrepreneurial development" (Caliendo et al. 2011b:0).

"Personality traits and their registration in the appropriateness-diagnostic play a central role" (Ruf 2009:13). There is no reason, that this for the appropriateness-diagnostic of entrepreneurial action should be otherwise; particularly entrepreneurs too are underlying to biologic/genetic factors in the same measure, as every other person does.

That's why it makes a sense, describing the supposed 'potential of requirement' on a person who is doing the entrepreneurial functions and must have entrepreneurial foresight, a little bit nearer concerning the personality traits in the 'Big Five' dimensions; adding to this the interview statements of the three interviewed entrepreneurs.

Concerning such a trial of interview-evaluation is to state: The interview statements of the three entrepreneurs give an impression related to the practice that about, what can be inside the theoretical fundament of the 'Big Five' dimensions. The interview citations - just as looking on the examination of personality differences preceding - will not be concretely evaluated concerning the presented entrepreneurs (because, then surely not well-grounded). For this, the reason is that a correlation of singular interview statements to singular in the 'Big Five' dimensions anchored personality traits, at every time is underlying to the subjectivity of the singular observer. But at all, the interview statements give an impression about, how different entrepreneurs sense and evaluate action-formative situations and react on them.

Presenting the interview statements of the three entrepreneurs, it comes to several multiple citations of singular interview-passages, having a reason in the failing selectivity between the singular examined ‘attributes’; but in the fact too, that the context of singular interview statements means umpteen ‘attributes’, each characterising the five personality dimensions in a describing way.

### 3.2.1.1 Neuroticism

High value-expressions of neuroticism (emotional stable versus emotional labile) point on persons, being in terms of their own control of needs and the ability reacting adequate to stress more problematic, than persons with lower value-expressions of neuroticism (Rammseyer and Weber 2010:234).

Negative stamped, with the factor neuroticism are characteristics described like “[...] excited, anxious, nervous, cranky, worried, sensitive, raspy, fearful, self-pitying, unstable, discouraged and quailed” (Roth 2013:17). Persons with high neuroticism-expressions earlier worry about their healthiness und tend to unrealistic ideas (Weller and Matiaske 2008:3). In the positive-examination, neuroticism is bonded with characteristics like stability, calmness and contentedness, but also serenity, sovereignty, low emotionality, effectivity, hardihood and self-content (Caliendo et al. 2011a:3). Under the personality-dimension neuroticism by the presented characteristics by Braun et al. 2009:72) was done a recording about emotional stability versus emotional lability. Research about the changeability of the personality found out that for women in opposite do men neuroticism decreases in the age (Srivastava et al. 2003:1045).

Concerning the entrepreneur, Caliendo et al. (2011b:5) point out that a neuroticism-expression directed on emotional stability or emotional lability influences definitively his/her entrepreneurial action. They argue this by the fact that emotional stable persons by assertiveness, being unstressed and tolerance in stress-situations are able, to manage the pressure to perform, the retention of optimism and of social relationships. That’s why they write: “Therefore, it is possible to derive as hypothesis that the higher individuals score on emotional stability, the higher the probability that they will become an entrepreneur, be an entrepreneur, and survive as an entrepreneur” (Caliendo et al. 2011b:5).

Also, they indirectly hint out that neuroticism from the point of view of failing emotional stability is bonded with an external locus of control (Caliendo et al. 2011b:14). To this is to say that concerning the entrepreneurial necessary potential, just looking on the preceding differences in the personality, brought out a more internal locus of control as a better preferable demand. This finds a confirmation with Caliendo et al. (2011b:15): “The self-employed exhibit a higher internal and a lower external locus of control, score higher on trust, and are less patient and more impulsive than the remainder of the population”.

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Thus, the preceding statements concerning the in the entrepreneurial functions with foresight acting person under a psychological view allow the following assumption:

<b>Neuroticism</b>		
<b>emotional stability</b>		<b>emotional lability</b>
stable, calm, unhurried, happy, superior, effective, bold, low emotionality	versus	curious, anxiously, nervous, cpricious, worried, sensitive, raspy, fearful, self-pity, instable, disheartened, pusillanimous
<b>assumed for entrepreneurial action: high emotional stability</b>		

Table 4: neuroticism: emotional stable versus emotional labile

### 3.2.1.2 Extraversion

The personality-dimension of *extraversion* has more positive occurrences as well as more negative ones. Extraversion is specified by the poles ‘*extraverted*’ and ‘*introverted*’. Extraverted persons connect themselves with activity, communicativeness, sociality, heartiness as well as optimism. The introverted opposite pole is signed by detachment, contact avoidance, silence and self-effacement (Rammseyer and Weber 2010:234). Sociability, mindlessness, assertiveness and adventurousness have a relation to extraverted persons too (Rammseyer and Weber 2010:225).

Caused by behavior-genetical studies, the dimension of extraversion has got noticed as strong genetical determined on the one hand, but on the other hand dependant from respectively specific influences of the environment too (Eid et al. 2003:324). Alike to the dimension of neuroticism, extraversion decreases for women getting elder, but this is not guilty for men (Srivastava et al. 2003:1046).

About the entrepreneur, there is the supposition that the possibilities of a person getting an entrepreneur, acting as an entrepreneur and ‘surviving’ as an entrepreneur is dependent from the particularly existing ‘amount’ of extraversion (Caliendo et al. 2011 b:5). Extraversion also means flexibility, openness for new things, the striving for changes, the ability for creating social networks. These are abilities, the entrepreneurial personality should have (Blake and Saleh 1992:24). For inventors (concerning foresight) too, was confirmed the ownership of extraversion on basis of a high emotional stability (Braun et al.: 2009:69).

About the assumption that the personality of an innovative entrepreneur should be more extraverted than introverted, there are however carefully exhorting voices too: “For the dimension of extraversion too, the previous research couldn’t find distinct results, even if the existing studies, majoritarian point out a positive effect of extraversion on innovation performance” (Potočnic and Anderson 2013:195). So, in spite of research showing correlations about the success of entrepreneurial acting persons with extraversion, there are introverted founders of enterprises too, being extremely innovative. As sample are named Bill Gates, Warren Buffet and Steven Spielberg (Satow 2012:5 f.).

Thus, on a psychological point of view, there is the following assumption for the in the entrepreneurial functions acting person, concerning the preceding made discussion:

<b>Extraverion</b>		
extraverted		versus
active, convivial, communicative, cordial, optimistic, outgoing, easy-going, assertive		reserved, calm, guarded, contact avoiding
<b>assumed for entrepreneurial action: more extraverted than introverted</b>		

Table 5: extraversion: extraverted versus introverted

### 3.2.1.3 Agreeability

The dimension of agreeability as a dimension describing the personality, has two poles. “In the positive sense, the factor of agreeability names the characteristics of being sympathetic, likable, admiring, cordial, soft-hearted, warm, generous, trustful, helpful, forgiving, kind, cooperative and sensitive; and in the negative sense the characteristics of cold, unkind, dissentious, hard-hearted, cruel, ungrateful and penny-pinching” (Roth 2013:17). The abilities for altruism, neediness for harmony and modesty are contained too in the dimension of agreeableness (Rammseyer and Weber 2010:234).

Different from temperament-characteristics (like neuroticism and extraversion), the agreeableness is not temperament-linked, but directed on social needs, interests and motives. Thus, agreeableness means an interpersonal behavior, by which a high amount of agreeableness as mentioned by prescribing its characteristics is bonded with high levels of cooperativity, compliancy, harmony needs; and low levels are standing for an egocentric behavior (Braun et al. 2009:72).

The importance of the factor agreeableness can pictorial be seen in the fact that – although agreeableness doesn't correlate with performance – an agreeable candidate probably will be preferred to an irreconcilable candidate (Satow 2012:6). Thus, to the personality dimension agreeableness are referred influences about entrepreneurial action too: “In special, a lower agreeableness, a more distinct sense of self and the preceding experiences in a branch and with enterprise-founding have a significant positive influence on financial success” (Markgraf and Löbler 2007: no page).

That is why more lower levels of the factor agreeability are bonded with entrepreneurial success (Caliendo et al. 2011a:3). However, here Caliendo et al. (2011b:7) differentiate more by pointing out that the factor agreeability has no influence on the founding-decision of an enterprise. Thus, there is perhaps the reason for the assumption that first with the beginning ‘struggle for survival’ in the entrepreneurial daily routine the entrepreneurial success can be connected with lower levels of agreeability. Concerning

innovative results, existing levels of agreeability are not significant connected with (Potočnic and Anderson 2013:159).

On this basis, the preceding explanations allow the following assumption on a psychological perspective, concerning the with foresight acting person in the entrepreneurial functions:

<b>Agreeability</b>		
agreeable	versus	irreconcilable
compassionate, kind, admiring, cordial, softhearted, warm, generous, trustful, helpful, forbearing, friendly, cooperative, sensitive		cold, unkind, contentious, hardheaded, cruel, ungrateful, cheese-paring
<b>assumed for entrepreneurial action: more lower than too high agreeableness</b>		

Table 6: *agreeability :agreeable versus irreconcilable*

### 3.2.1.4 Conscientiousness

“The factor of conscientiousness names in its positive form the characteristics of being organised, accurate, planning, effective, responsible, reliable, exact, practical, careful, reflected and conscious; and in the negative form means: unmindful, disorderly, lightheaded, irresponsible, unreliable and forgetful” (Roth 2013:17). With this, the personality-dimension conscientiousness has the opposite poles of hard working, straight, structured people and careless, chaotic and tardy people (Rammsayer and Weber 2010:234).

For entrepreneurial acting, conscientiousness in so far is a point of view to look at, as by conscientiousness concerning the active planning-process as well as planning, organising and processing tasks, something like a self-control is done (Braun et al. 2009:72). In relation with founding an enterprise, the personality-dimension of conscientiousness is named too: “Persons with a positive founding-predisposition are more extraverted, agreeable and conscientious. But too, they are better stable with emotionality and have higher amounts in the sector of intellect and imagination” (Markgraf and Löbler 2007: no page).

However, at another source is pointed out that there are no homogeneous results about effects between conscientiousness and innovative performances – in case of meaning with imagination (ingenuity) theses performances (Potočnic and Anderson 2013:158). By this statement can be concluded that a less conscientious entrepreneur too can be able, having entrepreneurial foresight and acting entrepreneurial. Just as Caliendo et al. argue (2011b:6): “[...] we expect that different scores of the factor conscientiousness do not influence entrepreneurial decisions”.

However, even if the duteousness in the sense of conscientiousness so for the entrepreneur perhaps is not so grave, as long as he is doing at the right time at the right place the right thing: thus that doesn't mean at all that for a 'vision' by its verification and/or work off conscientiousness isn't needed again either all (Menzenbach 2012:29).

Seeing conscientiousness as an entrepreneurial goodness aside such virtues like for example diligence, sense of duty, reliability and sense of order (virtues which are anchored in the conscientiousness), this conscientiousness will be demanded from the entrepreneur in a certain extent. Because, doing the entrepreneurial functions, the entrepreneur has the function of an ideal for his staff (Roth 2013:299) and other involved persons. That is a function as ideal he needs for effectuating the entrepreneurial success. And entrepreneurial success grows – minimum measured on the monthly financial income - with growing conscientiousness and extraversion (Satow 2012:25).

Thus, the preceding arguments allow from a psychological point of view for the with foresight in the entrepreneurial functions acting person the following assumption:

Conscientiousness		
conscientious		not conscientious
organised, careful, planned, effective, responsible, reliable, exact, practical, careful, deliberate	versus	careless, disorderly, lightheaded, irresponsible, unreliable, forgetful, chaotic, tardy
<b>assumed for entrepreneurial action: more conscientious than not conscientious</b> <b>concerning innovative efforts: neutral</b>		

Table 7: conscientiousness :conscientious versus unconscientious

### 3.2.1.5 Openness (for new experiences)

The factor *openness* often is named as openness for experiences. "Finally, the factor openness in a positive sense incorporates the characteristics broadly interested, imaginative, visionary, intelligent, original, thirsty for knowledge, intellectual, artistically, clever, innovative, ingenious and wise; and in the negative sense undistinguished, unilateral interested, simple, without draft and unintelligent" (Roth 2013:17f.).

Openness and the opposite pole closeness belong to the more complex personality characteristics, by which genetical and developmentally environmental influences are mixed in a special way (Roth 2013: 21 f.). High values of openness beside being eager for knowledge and a manifold cultural interest for people, support independence in human's opinion too (Ramseyer and Weber 2010:234). Also a high creativity finds its entrance into high amounts for openness (Weller and Matiaske 2008: 3). Thus, openness for experience by Braun et al. (2009:72) is signed as one of the most important traits in the creativity-research.

A hint on the fact that openness for experience should be owned by a foresight-oriented entrepreneur, perhaps results from the observance that inventors besides extraversion are qualified by a high openness for experiences (Braun et al. 2009:69). This is caused by the fact that high openness for experiences in a special degree allows the perception of own feelings and inner states, supports the interest on new knowledge and new experiences, and serves to the own opinion making. (Braun et al. 2009:72). Just perception is something, the in the entrepreneurial functions acting human needs; being - like preceding shown - absolute necessary for foresight-oriented entrepreneurial action.

Braun et al. (2009:76) include the readiness to assume risks as a factor of success too into the dimension of openness for experiences, and they combine the dimension with an increased tolerance for financial and ethical risks.

If resourcefulness and creativity are anchored in the personality-dimension of openness, so in this perhaps is lying the key for a fundamental (foresight promoting) innovation-openness, which contributes to the diminishment of uncertainty and the by this given requirements (Elbe 2015:23). And uncertainty is - like described preceding- one of the facts by which entrepreneurial action is influenced.

A direct reference between openness - named by him broad mind, open-mindedness - is done by Lombardo (2008:34) who argues: "Open-mindedness is a relative quality of thinking and is another significant cognitive dimension for future consciousness. Critical thinking and open-mindedness are connected processes and mutually support each other within future consciousness. Open-mindedness, in fact, is an essential element of critical thinking. From a critical thinking perspective, nothing is taken for granted. Ideas are not simply accepted as unequivocally true or demised as unequivocally false". Thus, openness serves to the (entrepreneurial) management of knowledge which has the aim "[...] using knowledge optimal, developing it and realising it with new products, processes and business-fields" (North 2005:3), thus making an opening to his 'inside' but also to 'outside' possible for the entrepreneur. Under this point of view, the assumption of Caliendo et al. (2011a:3) gets comprehensible. The assumption, that the personality-dimension of openness for experiences has an essential influence on the fact about person's ability being entrepreneurial active.

Thus, by a psychological perception, the preceding arguments allow the following assumption, concerning the in the entrepreneurial functions with foresight acting person:

Openness		
open	versus	closed
widely interested, imaginative, visionary, intelligent, originally, eager for knowledge, intellectual, artistically, clever, innovative, witty, wise		common, one-sided interested, simple, without draft, unintelligent
<b>assumed for entrepreneurial action: high openness for experiences</b> linked with this: an assumed higher probability for entrepreneurial foresight		

Table 8: openness: open versus closed

The ‘Big-Five’ dimensions besides the in chapter 3.1 shown and commented personality-differences make visible an enormous scope of personal entrepreneurial behaviour. They show with the in the annex A presented interview statements, why entrepreneurs -by the personal behaviour they own - must come to different entrepreneurial results. Thus, the ‘Big-Five’ dimensions represent a level of observation about *that* person, willing for founding an enterprise or to proceed in an enterprise - just doing the entrepreneurial functions -, which can’t be delivered by a business plan – how positive however this is. In so far, each in a business-economic manifested business plan about a business-idea postulates that these for an entrepreneur as necessary supposed behavioral character-istics are simply existing (like spoken about the miscellaneous abilities, Schneider speaks about).

### 3.2.2 The self-concept and its meaning

The self-concept means “[...] the entirety of evaluation concerning the own person” (Mummendey 2006:25). The entirety of these evaluations is created by the sum of perceptions about oneself (Laskowski 2000:15). “The self-concept is a dynamic inner structure and authority of regulation, by which many intra-personal processes like somehow motivation or emotion as well as inter-personal processes like social perception and decisions are interpreted and communicated between” (Daig 2006:29).

That are made experiences under the consideration of body-related, emotional and social aspects, determining the self-concept of a person (Daig 2006:29). Thus, it’s about the sum of cognitive representations, a person about him/herself saves in the memory (König 2006:72). The self-concept can be differed into a cognitive-evaluative component and an affective component. The cognitive-evaluative component means a self-description of the own person, the affective component contains self-evaluations - evaluated cognitions -, and so that, being named as self-esteem (König 2006:72). The self-esteem of a person is the sum of the by the person self-evaluated self-rating on the ground of his/her made experiences in the preceding mentioned fields.

By the self-concept, a person is drawing a picture about him/herself. By this self-perception is indicated person's appearance with his/her action in his/her environment (Laskowski 2000:15). It depends to the self-concept of a person, how the person interprets his/her perceptions and then is acting with them (Laskowski 2000:15).

As entrepreneurial action in the entrepreneurial functions and entrepreneurial foresight correspondent to the preceding given definition postulates perception, it can be concluded that just too the action in the entrepreneurial functions depends on the self-concept of the acting entrepreneur. That's caused by the fact that the self-concept has a selective impact on the perception: about oneself made evaluations are seen for the present as evidence and anchor-point as facts. This, being able at all, to range new experiences; and to evaluate by perception upcoming follow-up-expectations (Laskowski 2000:22 f.) "New information, being well suited to the already built concept, is particularly noticed; whereas irreconcilable circumstances are - if possible - avoided, ignored, devalued as not true, or interpreted in a form, then being able to get integrated into the existing concept however" (Laskowski 2000:23). Thus, the human self-concept - and with this the entrepreneurial self-concept too - can bring out a bias of reality, caused on the fact that by in the past made experiences and by in the past built judgements, situations are noticed in a 'coloured' way (Laskowski 2000:26).

The way of (self-) perception influences the self-assessment and with this, the self-esteem. Humans are able, developing a positive self-esteem as well as a negative one. So, a positive self-esteem explains success with the own good competences, whereas a negative self-concept (self-esteem) explains success more with fortunate circumstances. Correspondent, a positive self-esteem will look for failures in bad circumstances; a negative self-concept on the other hand in a lack of competences (Laskowski 2000:23 f.). The self-assessment of a person can be seen change-resistant and touches by the assessment-process of perceptions person's sentimental value. Concerning its process, the self-assessment depends on the by the person experienced, or however self-chosen principles (Laskowski 2000:52 ff.).

Important elements, being observed in the sector of the self-concept, self-assessment and self-esteem - which have relevance for entrepreneurial behavior and action too - can be summarised in its positive/negative patterns like here following in table 9 – deduced from the statements, Laskowski (2000:23 ff.) made. Later, these elements are reconciled with the statements of the three interview-partners.

self-concept, self-evaluation, self-esteem		
object of observation	positive	negative
criticism	less accessible for criticism	more accessible for criticism tendency to generalise criticism
perception	more optimistic coloured perception	more pessimistic coloured perception
personal importance	feels oneself minimum as important as others	feels oneself not so important
own characteristics	more convinced about the own good characteristics	less convinced about the own good characteristics
assertiveness	becomes more accepted with own aspects	becomes less accepted with own aspects
new tasks	likes more to deal with new tasks	likes less to deal with new tasks
future expectation	positive, with the expectation to solve problems	less positive with lower expectation to solve problems
expectation for acceptance	high expectation for acceptance by the partners of interaction	not so high expectation for acceptance by the partners of interaction
anxiety	lower	higher
efficiency and competence for decision making	is rather overestimated	is rather underrated

Table 9: self-concept/self-evaluation/self-esteem

As consequence, it can be supposed that positive self-assessment persons in a difficult situation lets be more successful as a lower self-assessment does. Because a high self-esteem is bonded with “[...] stability, assertiveness, companionableness, open-mindedness; but conceitedness, self-arrogance, pride and exorbitant self-assuredness too” (Naudascher 1980:91). In this context, a positive self-concept is associated with more internal than external locus of control (Laskowski 2000:28).

As, concerning entrepreneurial capability-assumptions, for the entrepreneur a more internal locus of control is supposed - bonded with the so higher adaptability on situations and higher efficiency like supposed by discussing the differences in the personality -, this is congruent to the preceding by Braun et al. (2009:73) cited relationship between self-concept and locus of control. There is pointed out that a positive self-concept supports the own efficiency of entrepreneurial action.

Even if - like written preceding - the self-worth evaluation of a person can be seen like resistant to change, so self-concepts either all “[...] are considered as process-related changing results of interaction-processes and not as a formation with an outlasting structure” (Mummendey 2006:15). These interaction-processes are the fundament of relevant social standards; they give comparisons by which a person perceives

him/herself. “By a reciprocal affectation between the individual and its environment, the individual gives to the fellow human being concrete impressions about oneself, and so functionalises the social interaction-partner, forming his/her self-image” (Mummendey 2006:79).

By this comparing process of perception persons are able to, learning which occurrences are linked to the upcoming of other occurrences, and which consequences result from which behavioural patterns. So, they can construct a horizon of expectations about that what could happen in the future, controlling and steering their behavior by that (Mummendey 2006:55). This statement can be valued as a further hint that foresighted entrepreneurial action depends on the specificity of the self-concept, the entrepreneurial acting person has.

A context too can be postulated between the ‘Big-Five’ personality dimensions and the self-esteem: High estimation of self-esteem corresponds to lower neuroticism values and higher values of extraversion. For people having lower self-esteem feelings, an unstable estimation of self-esteem connects with higher values of neuroticism and lower values of agreeableness and conscientiousness. So, instability of self-esteem for people having a lower self-esteem, comes out by emotional more difficult behavioural patterns. On the other hand, people having a high self-esteem stability, compensate alternating self-esteem feelings by trying to get control over the situations, they are surrounded with (Mummendey 2006:147).

Seemingly, it is important that not only the presented differences in the human personality and the registration of human behavioural predisposition in personality dimensions - like ‘Big-Five’ must be looked on; but that for setting action-targets and for the action-processes and their experience, the subjective assessment of own possibilities plays a role (Laskowski 2000:8), just the self-concept. And on this, the entrepreneur too with his personal possibilities of perception, of action, of foresighted target-recognition is bonded, just because he is a human.

So, there is the deduction that the entrepreneur should have a more positive self-concept for doing his tasks in the right way – almost all equal, if about his daily action in the entrepreneurial actions or by foresighted planning as a foresight-process. Because: entrepreneurs (humans) with a positive self-image (self-concept) start their actions more target oriented, by the fact that troubling influences by fear of failure, self-doubts probably will be lower than for people being tainted with a more negative self-concept (Laskowski 2000:8 f.). “Ergo, it is assumed that the imagination humans develop about themselves (self-concepts), have an important influence on the henceforward self-perception and the humanly action-constitution” (Laskowski 2000:9).

More purposeful on the entrepreneur, Rövekamp (2011:338 f.) points out that in the entrepreneurial self-concept an entrepreneurial ‘self’ must be anchored and that this demand is to be seen more important for the economic success than business-

economical insights and experiences. This entrepreneurial ‘self’ comes out then, when the entrepreneurial action is done in accordance with the personal moral concept, so that business problems get the own problems (Menzenbach 2012:77).

A cutback of this demand for a self-concept with a personal high self-esteem, Herz et al. (2013:2) name by the hint that - like confirmed by experimental data – an exceeding self-trust (self-esteem) has a more negative effect on entrepreneurial innovative activities. So, in a project the hypothesis was made that “[...] judgemental overconfidence is associated with suboptimal business strategies which lead to both, lower overall profits as well as lower maximum per-period profits” (Herz et al. 2013:2). Despite this confining note, a high (positive) self-concept with a high (positive) assertiveness and a by this resulting high (positive) expectation of self-efficacy perhaps may be an indication, having the ability for successful entrepreneurial action and entrepreneurial foresight. The self-concept comes out on the ground of perceptions, and so enables for a feeling which occurrences paired with other occurrences can appear caused by entrepreneurial actions; and which expectations - with positive as well as negative consequences - can so be deduced for the future.

“Subjective expectations thus play a dominant for thinking ahead, the anticipation and planning as well as practicing behavior patterns” (Mummendey 2006:55). Lombardo (2008:46) too points out that the self-confidence - who we are - contains elements about the human (entrepreneurial) future-awareness. Furthermore, he makes a connection to optimistic versus pessimistic perception and thinking: “Pessimists believe they are impotent and feel depressed about the future; optimists believe they have power to positively affect the future and feel hopeful about the future” (Lombardo 2008:49). Further on he says that humans, looking for change, encourage their self-consciousness and their self-trust (Lombardo 2008:50).

As important remains that the human (entrepreneurial) self-concept by its participation on steering the behavior is one core area for the explanation of human - and thus entrepreneurial too - action. This, just because action-impulses result from self-experienced cognitions, which are influencing the personal debate with oneself and the given facts from the environment (Daig 2006:31 f.).

This means that human behavior is not explainable from alone by - like presented - differences in the personality and the personality-traits - like for example argued with the ‘Big-Five’ -, but that in a concrete behavior manifold psychical processes of evaluation, classification, weighting, feelings, conclusions, etc. are integrated. “It is this complexity, and that are the actions of the psychical system with its specific demands on the environment, which are responsible, why a ‘simple’ theory of personality - restricted on the identification of typical personality-traits - cannot be successful” (Martin 2011:190).

### 3.3 The convertibility of the (entrepreneurial) person

The presented three entrepreneurs and their enterprises, as well as the preceding shown theoretical fundaments about the for entrepreneurial action and entrepreneurial foresight relevant psychological sectors - differences in the personality, personality traits of the 'Big-Five' dimensions and the self-concept - have been worked out by the interview statements of the entrepreneurs just in the sense of a hermeneutic procedure. Thus, comparisons and underpinnings of the in the three sectors preceding outlined theoretical fundaments could be marked out. This is the reason for the structure of annex A correspondent to the theoretical background of chapter 3.

By this, it became clear that these three entrepreneurs in their - by Schneider (1995:31) so named – (psychological) ‘individual other capabilities’ differ significant; and that this ‘individual other capabilities’ out of a psychological - but genetical and biological energised too - point of view, obviously have a not irrelevant influence on the way, how and with which success the entrepreneur under the aspect of foresight is acting in the entrepreneurial functions. The three interview statements show that by individual entrepreneurial actions, obviously are written individual success-stories, this caused in the individual entrepreneurial personality. This gets in results visible in Annex A.2 .

From this comes the question about the possibilities, the entrepreneur on the background of his psychological personality has, influencing this ‘success-story’. The core of the question is caused by the shown importance of the psychological entrepreneurial personality: if and how the entrepreneur can change his psychological personality, getting another action-appearance und so getting more successful for acting in the entrepreneurial functions - however he will define this success for himself - , and how these entrepreneurial actions then can get an input of entrepreneurial foresight.

The question about the convertibility of the psychological personality is interesting for the fields of business-economics too; this related to the entrepreneur and entrepreneurial action. Just this, because Schneider (1995:31) besides the manpower and the body of knowledge – preceding shown by the psychological point of view - ‘the other individual capabilities’ includes into his business-economic definition about the entrepreneur. Even if the entrepreneurial functions in principle can be done by everybody, in normal the success of the enterprise will arise only, if the in the entrepreneurial functions acting person has the on the business goal directed abilities (and that are besides knowledge and manpower the ‘other individual capabilities’).

For the period from 2014 until 2018, the ‘Institut für Mittelstandsforschung’ (institute for small firms and traders-research) for 3540 by families managed enterprises found out, that the question of succession is expected. In 54% of these cases, the succession will be regulated internal inside the families (Kay and Suprovic 2013:8,19). These family-internal successions minimum allow the question, if the succeeding persons have the in their personality anchored capabilities, doing the entrepreneurial functions with

success in the sense of the goals of the enterprises. And if not, in how far these entrepreneurial capabilities can be reached by a change of the personality for those persons, who will succeed with doing the entrepreneurial functions. In the same way, this question comes up for people, having indeed a brilliant idea with good chances for success at the market; but being not able by their own structure of personality to realise this idea by themselves.

The answer on the question about the convertibility of the psychological personality, doesn't give much space for changes possible. That is why potential possibilities for change are determined by four determinates: "[...] namely by the individual genetical equipment, the idiosyncrasy of the individual (mostly prenatal and early after birth) development of the brain, the prenatal and early after the birth made experiences (in special the infantile binding-experiences), and finally the psychosocial influences during the years of childhood and youth" (Roth 2013:13 f.).

So, that are profound genetical (biological) determined (molecular-genetical and neuroscience paradigm) and by the early development caused natures, constructing the nucleus of the personality, the temperament (Angleitner and Spinath 2005:244). With the term 'temperament' are related characteristics from the sectors of affect, activation and concentration (Asendorpf and Neyer 2012:53). That are these characteristics, by which attributes are shown like vivaciousness, tenacity, selectivity of the senses, emotional reactivity, endurance and activity (Angleitner and Spinath 2005:248).

To this nucleus are affiliated the personality traits, being assigned to the 'Big-Five'-dimensions. These personality traits get stabilised in their individual forming, and they are in parts genetical or by brain development caused, but in other parts too by the infantile forming (Roth 2013:32).

Thus, that are genetical and by the development formed factors, determining besides the prenatal and infantile influences of the environment the personality (Roth 2013:32). There is no discussion however about influences, by which the personality is determined in the adulthood. Genes and brain development define by about 50% the personality, the formative early influences of the first years of life fix about 30% of the personality. And only at a later age of childhood and youth, as a further the personality determining component, socialising processes are added: ""Our conscious personality always is a socialised personality; being developed especially in the later childhood, during the puberty and in the early years as adult ..." (Roth 2013:1105). This socialisation is implemented by the influential forces in the frame of genetical disposition, brain development and prenatal/infantile development, showing the remaining ca. 20% of the personality (Roth 2013:105).

So, Roth (2003:411) points out, "[...] that a person in his/her personality rather 'mature', than having a change in their nucleus; looking (or constructing) rather to a for him/her emotional convenient environment, than adapting oneself to an environment".

As the personality obviously is seen as relative stable for the complete time of life, there appears this semblance that the ability for foresighted entrepreneurial action is essentially fixed very early. By this, perhaps the assumption appears: A person who is not pre-disposed by specific features and a suitable socialisation until latest in the early adulthood, later as an adult can't be entrepreneurial active with success.

However, the reality shows something different by the fact, that indeed the personality traits are seen stable over the time; but that it is assumed nevertheless, that in the context of the entrepreneurship-education an assumption about the learnability of the personality-related characteristics exists, an entrepreneur must have (Bijedic 2012:11). Thus, by developing entrepreneurial action-competences, the appropriateness for entrepreneurial action and thinking can be fostered: "Core competences, being relevant for a self-employment can be gained, trained or improved by professional experiences. They are an important link between more over the time stable personality characteristics on the one hand, and concrete entrepreneurial behaviour patterns on the other hand" (Müller 2007:386, cited at Bijedic 2013:55).

Besides professional competences and method-competences, there it is about the advancement of social competences and self-competences. This advancement serves to a stabilisation of affective, motivational, cognitive and social abilities of the person; and thus has an influence on the emotional stability, motive power, internal locus of control, readiness to assume a risk, problem-solving orientation, tolerance for uncertainty and assertiveness (Bijedic 2013:57). Anyhow, such an advancement doesn't represent a change in the basic structure, being particularly anchored in the personality of the entrepreneur.

Perhaps it is risky, carefully bringing this idea on top, that a with foresight-ability in the entrepreneurial functions, and by regard to the goals of the enterprise acting person, is predisposed in his/her personality; but can be fostered with his/her entrepreneurial competences by learning effects. However, every further guess would go beyond the scope of this script. This careful thought is also found in a hint of Roth (2013:226): "By the development of a lifestyle, genetical dispositions, adaptability and habituation work together; whereat the extent of the adaptability and habituation are genetically determined. Concluding by this, that humans would not be modifiable, would be unreasonable. Only the degree of convertibility is much less, than it was thought - and in parts is thought till today - under the influence of the behaviourism and its »education-optimism«".

Indeed, changes of human action are possible by changes of the self-concept; this by biological caused variations, by variation of the environmental conditions, and by variations which are done by the person him/herself. These self-done variations are induced for example by made experiences, by conscious decisions, etc. (Mummendey 2006:88).

„In the course of human development, on the one hand at every time, new and other fields, themes, subjects can be adopted into the self-concept, or can get a personal importance. And other themes can stay back or get less important ...” (Mummendey 2006:89). But in the age of an adult, a ‘new-construction’ of the self-concept will happen more seldom. The reason is, that during a lifecycle, there are less and less new themes which must be experienced newly – themes, to which an idea in the existing self-concept doesn’t exist (Laskowski 2000:150).

#### **4 Entrepreneurial action and entrepreneurial foresight on a common economical and interdisciplinary basis**

Entrepreneurial foresight and entrepreneurial action are directly linked. This gets visible with the argument that foresight contains the human (entrepreneurial) competence, ‘handling actively with the future’, and is not seen as a future directed prediction only (Tiberius 2011:49).

This argument means that by doing the entrepreneurial functions, *uno actu* there is a little bit of foresight too. There are not only meant the big visionary plans about a new project-development in the future, the capture of until now unknown markets, etc. Much more, every action of planning, triggers at once a step into a just not happened future – an action, just being bonded on human competences and abilities. Hayward and Voros (2005:3) point out this interaction between entrepreneurial action and entrepreneurial foresight: “The central interest of those promoting foresight as an approach is not merely that we should think about the future. Rather, and more importantly, we should act with the future in mind”.

Pointed from this, can be deduced that everybody, being able to act in the entrepreneurial functions, at the same time should have the ability, doing entrepreneurial foresight, or even has this. With this, not a statement is done about the ‚amount‘ of the entrepreneurial success and about the magnitude of existing foresight-ability; merely a correlation is done.

Thus, it gets visible that entrepreneurial action indeed is done by inclusion (on the fundament) of entrepreneurial foresight. Because without a - however constructed - foresight, there would be no action; and every entrepreneurial action must always be followed by new foresight; this to provoke new actions.

So, perhaps the correlation between foresight and entrepreneurial action is comparable to this philosophical question: what was first, the hen or the egg. Thus, foresight and entrepreneurial action condition each other. That sounds understandable, because entrepreneurial action as well as entrepreneurial foresight are tied up to the process of perception as a common basis. *Without perception and its agglomeration to information with outcoming insights, there would be no action, and no foresight too.*

If the business-economics work with terms like for example ‘corporate foresight’, ‘economy foresight’, ‘open foresight’, ‘strategic foresight’, ‘technology foresight’ etc., then, with this cannot be meant that, by which the appearance of foresight really is shown. Namely the human ability having perception, and the ability to work on basis of this perception. Much more, these terms merely can be ‘tools’, stimulating the process of perception, but being needy for the person who perceives. So it’s ok, understanding for example ‘strategic foresight’ as “[...] an instrument, serving to the preparation of strategic deciders for an unknown future” (Müller and Müller-Stevens 2009:V). However, such a preparation of strategic deciders is only possible in the case of their ability to perceive. So, developing foresight on the ground of perception.

Thus, by the process of perception, entrepreneurial action as well as entrepreneurial foresight in the same way are bonded on the preceding shown interdisciplinary - the personality constructing - factors, by which the entrepreneurial personality is determined - ‘other abilities’.

But so knotting entrepreneurial action and entrepreneurial foresight on the human biology and human psyche, there is no statement done about, that both - action and foresight - always must underly to the same personality traits. A possibly appearing discrepancy between the abilities of entrepreneurial action and the foresight-oriented human can’t be cleared in the context of this script. Not in vain, Braun et al. (2009:69) point out that innovators - and an innovator perhaps is a person with a special foresight-talent - are a mostly unresearched area: “Psychological studies with innovators are nearly not existing”.

That means, that by the anchorage of the foresight-ability inside the entrepreneurial personality, minimum in the business-economic assessment must be assumed, that the foresight-ability as well as successful entrepreneurial action in the entrepreneurial functions is indicated by the in chapter 3.4.1 discussed (probably not concluding) business-economic competences. This minimum as long, until new insights get visible. And this business-economic personality can be contoured on basis of the in chapter 2.4.1 preceding named and in the business-economic sciences presented competences.

Indeed, here can be done now a more specific entry, making an adjustment between these business-economic competences with the facts, found in the interdisciplinary fields of personality-emergence. So, perhaps it is possible to show, which characteristics (traits) the entrepreneur must unify inside himself, having for example motive power. On basis of such an approach, perhaps this door to the manifold named ‘other abilities’ in the sense of Schneider (1995:31) can be pushed open; filling so these ‘other abilities’ with interdisciplinary given topics.

In this way, business-economic competence-demands can be allocated to personality-characteristics, being convenient - with all precaution in the conclusions – to

prognosticate successful entrepreneurial action in the entrepreneurial functions on basis of entrepreneurial foresight.

So too, it's possible, having a look, if eventually interdisciplinary facts concerning the contouring of the entrepreneur must be paid heed to, which are up to now not inside the business-economic competences. At first, when the trial of such a calibration is done, a carefully specification is possible, what the entrepreneur besides his/her work-power and his/her knowledge as 'other abilities' must bring in, doing the entrepreneurial functions foresight-based with success.

It is also important to note, that an interdisciplinary method of approach of the personality by including business-economic propagandised entrepreneurial competences, certainly will not deliver a homogeneous exemplary picture about *THE* probably successful entrepreneur. This is caused by the fact, that different business goals have different expectations on the 'construction' of the entrepreneurial personality. So, an entrepreneur in a charitable or social welfare directed organisation, probably must have other entrepreneurial characteristics, a on profit-maximisation oriented entrepreneur on the operations side needs. And despite different entrepreneurial personality-characteristics, both entrepreneurs can be successful in their different enterprises, being those, acting in the entrepreneurial functions.

#### **4.1 Business-economic competences and interdisciplinary contents about the personality on a common platform**

The basis is the preceding - like in chapter 2.4.1 discussed - list of competences, by which a 'business-economic' entrepreneurial personality can be described: risk tolerance, locus of control, motivational force tolerance of ambiguity, striving for independence, assertiveness, adaptability, problem-solving orientation, emotional stability, resilience and strength of striving (Brauckmann et al. 2008:13 ff.). This, with the as following supposed characteristics for a successful action in the entrepreneurial functions:

- a high degree of motivational force
- a particularly high degree of internal locus of control
- an above-average striving for independence
- a above-average strength of striving
- a particularly high ability to work under pressure
- an average till above-average problem-solving orientation
- a minimum moderate till higher risk appetite
- a tolerance for uncertainty a little bit above the average
- an increased assertiveness
- a social adaptability a little bit above average
- a high emotional stability.

To do justice to these characteristics, it is to suppose as necessary, correspondent to the preceding findings - out of the interdisciplinary field of research:

About the in chapter 3.1 presented differences in the personality:

- a minimum middle intelligence
- a higher creativity
- a higher wisdom, view of life and self-knowledge
- high social competences
- a high ability for self-regulation (self-determination) and self-control
- a high ability for coping with stress
- a not too high anxiety
- a middle anger inclination
- a high subjective well-being
- a high self-esteem
- a high internal locus of control
- a high self-efficacy
- a positive optimistic tendency
- a positive prosocial behaviour
- a high empathy ability
- a middle aggressivity
- a high potential for self-presentation
- a high potential to give social support

About the in chapter 3.2.1 shown personality traits of the 'Big Five' - dimensions:

- a high emotional stability
- a more extraverted than introverted behaviour
- a better lower than higher measure of agreeableness
- a better higher measure of conscientiousness
- a high openness for new experiences

About the reflections concerning the self-concept in chapter 2.2: a positive self-concept.

Seemingly, *not* or only indirectly, in the interdisciplinary field of research can be found the by the business-economics demanded moderate till higher risk appetite. The readiness to assume a risk contains the abilities and readiness, being risky in a certain measure (Brauckmann et al. 2008:13); and must be included by doing entrepreneurial actions. The readiness to assume a risk is seen as an important potential capacity of entrepreneurial action (Koetz 2006:28), because by this readiness, the behaviour of persons in insecure decision-situations is influenced. "Without any risk, entrepreneurial action will not happen" (Koetz 2006:34).

However, risks are processed by entrepreneurs in a cognitive specific way. That possibly bears the situation, that by other persons as risk felt circumstances, by the entrepreneur are not perceived as those; whereat the risk acceptance is not bigger as for other persons too (Koetz 2006:35). The assumption of Caliendo et al. (2011b:8) is, that entrepreneurial success is not strictly linked with the willingness to carry a risk: “[...] the probability of entrepreneurial success is not correlated in a strictly positive way with risk attitudes”.

A critic about the absence of readiness for risk in the ‘Big Five’ - taxonomy (Ruf 2009:11) can be weaken in that way, that obviously the presence of readiness for risk in the interdisciplinary field of research can be linked with creativity. Reasons for this are, that [...] in psychological processes, being responsible for creative solutions, earlier risky than carefully reflected strategies are done” (Brain et al. 2009:72 f.). Nevertheless, Braun et al. (2009:73) plead that the five-factor-model (‘Big Five’) should be completed by a sixth, briefly defined dimension about the readiness for risk.

The importance of the competence about readiness for risk is underlined by the fact, that by looking over a big number of evaluated exits from the market, as reason a smaller readiness for risk as needed for leading an enterprise, was named (Egeln et al. 2010:V). As for the entrepreneur business-economical wished more moderate till higher readiness for risk can be argued by the fact, that - linked with the business-economical demanded high achievement motivation - seemingly not realistic goals are refused by the fact that these goals can be reached only with luck (Frahm 2003:23).

It means, that entrepreneurial risk awareness under the consideration of a present sense for the reality is linked with a thinking of feasibility. And a positive thinking about the feasibility, on the other hand runs across to the interdisciplinary settled and necessary entrepreneurial traits of personality’s emotional-cognitive patterns, namely the internal locus of control.

Out of the perspective ‘what would be if’ can be made the trial to show, which consequences a non-acceptance as true, the preceding interdisciplinary supposed personality patterns would have for the personality of the entrepreneur in the business-economic shown entrepreneurial competences. This, concerning the in chapter 3.1 discussed differences in the personality. Doing so, that are very circumspective done considerations and assumptions, which must be looked on more exactly in a further (then surely not business-economic directed) research. The same thing is guilty for the afterwards following reflections about the ‘Big-Five’-dimensions, as well as the self-concept.

Caused by the complexity of the correlations, this can only be a trial, absolutely having not the claim to be something like a however natured modelling. Thus, only thought-provoking impulses can be given here, by which perhaps - then in a deeper academic-oriented research - a modelling of entrepreneurial action as well on a business-economic platform as on an interdisciplinary fundament can be done.

#### **4.1.1 The balance about differences in the personality with business-economical postulated demands on the successful and foresight-oriented entrepreneur**

The following considerations are done on the ground of the in chapter 3.1 done theoretical remarks about differences in the personality as an indication for different human (entrepreneurial) action:

Consideration and assumption 1: A minimum middle intelligence-occurrence is not available.

In this case, there is a lack of flexibility concerning the adaptability of neuronal circuits, for learning the necessary abilities (Eagleman 2012:86). Even if by the earning of knowledge and abilities with an increasing age a self-stabilisation of the intelligence comes out, this cannot hide the fact about a strong genetical conditionality of the intelligence. If in special, there are no good abilities in the fields of commemoration and learning, perception and imaginativeness existent, this must have consequences on the business-economic shown competences. So, failing intelligence is a very general indicator, being not able to act with success in the entrepreneurial functions with entrepreneurial foresight.

For humans, willing to act entrepreneurial, there can be a relatively independence of the self-concepts about the own abilities from the in fact measured intelligence (Laskowski 2000:9). Thus, by a misjudgement about the own person, an entrepreneurial failure can arise. Because: these persons feel their own abilities different (higher), as they are perceived from outside.

Consideration and assumption 2: A certain extent of creativity is not present:

Creativity by the 'Big Five'-factor of openness for experience (Braun et al. 2009:72) touches the business-economic competences about problem-solving orientation and risk appetite. By a failure of a broad interest, resourcefulness, originality, thirst for knowledge and inventiveness, both competences perhaps would not exist in such an extent, as it is necessary for the successful action in the entrepreneurial functions and for having entrepreneurial foresight.

Also, creativity is brought into a connection with the business-economic demanded motivation for efforts (Ebner 2002:629). A same connection can be linked up to the tolerance of ambiguity, a business-economic competence-demand too: "The ambiguity-tolerance associates - in the opposite to a strong bondage on norms - a certain pleasure for experimentation, and so is in close connected to the creativity" (Brauckmann et al. 2008:14). Koetz (2006:36) points out studies about entrepreneurs who had difficult parent-child relationships. This in the context with a strong ambiguity-tolerance, "[...] which for the entrepreneurs then supports resourcefulness and creativity, leading to entrepreneurial success".

In a nutshell it's to say, that a too less or failing creativity, negatively influences just several competence-demands, being business-economically assumed for a successful action in the entrepreneurial functions.

Consideration and assumption 3: A higher wisdom, view of life and self-knowledge doesn't exist.

Like preceding by discussing the wisdom mentioned, Lombardo (2007:8) suggests, looking at wisdom as the highest degree of future-consciousness. So, wisdom is connected too with the ability for having entrepreneurial foresight. Wisdom, view of life and self-knowledge touches the intelligence, creativity and openness for experiences (Staudinger 2005:345); but ethical and social dimensions too. And so are influenced the business-economic propagandised entrepreneurial competences in the fields of motivation for efforts, tolerance of uncertainty, problem-solving orientation and risk appetite. As consequence, it can be supposed that a too little or failing wisdom, view of life and self-knowledge counters a successful and foresight tainted entrepreneurial action; because cognitive, affective, motivational, personal, ethical and social dimensions do not find entrance with an adequate extent into the entrepreneurial action.

Consideration and assumption 4: Failure of high social competences.

Social competences touch the assertiveness and the relationship skills (adaptability) (Asendorpf and Neyer 2012:159). Both are competences, demanded too from the business-economic contoured entrepreneur. A missing or deficient assertiveness leads to the fact that the own interests in social situations are not or not adequate pursued and preserved. Caused by a failing adaptability, social signals from the environment are not transferred by learning processes into an adaption of the person on the situation (Lang 2008:20). It can be assumed that both, minimum has a negative influence on the entrepreneurial functions about coordination and arbitrage. Because the internal communication flow with internal partners of the company, as well as the communication flow with market-participants from the external sector will be incommoded.

Consideration and assumption 5: Lack of ability for self-regulation and self-control.

A missing ability for self-regulation and self-control, hinders the process, constructing self-congruent goals and die ability of target-control. If entrepreneurial working people are not surveillants, controllers and agents about their own action, they are not able too, controlling and reflecting their own functioning (Mummendey 2006:183). In the extreme case, these persons are not able to act in the entrepreneurial functions, because they have a deficit of the power concerning the effort-motivation, an internal locus of control, tolerance of ambiguity and striving for independence.

Consideration and assumption 6: Lack of the ability, coping with stress.

Stress stands in connection with nervous behaviour, depressions, frustration, guilt feelings, little abilities to tackle tasks, etc. Stress “[...] is provoked and correspondent to this, realised by higher demands on the motor skills and the cognitive system” (Roth

2003:310). Thus, it is to assume that the postulated business-economical high emotional stability can be negative influenced by stress. By a lower ability tackling tasks, the work-capacity and the ability to work under pressure will get in deficit too. Besides, a failing ability coping with stress, indicates a more external than an internal locus of control (Kohlmann 2005:376); and is so not compatible to the business-economic entrepreneurial competence of a high internal locus of control.

Consideration and assumption 7: Existence of too high anxiety.

As the anxiety is placed in the emotional-cognitive sector, having a too high anxiety let assume rather emotional instability than stability; and so is not convenient to a for the entrepreneur propagandised high emotional stability. In addition, there must be a hint on the connection between high anxiety and a more external locus of control (for the entrepreneur is demanded a high internal locus of control), as well as a hint to the insecurity, which is hindering the for the entrepreneur better higher demanded risk tolerance. Also, caused by a high anxiety connected to a rather external locus of control, under just this anxiety the problem-solving orientation and the force of effort-motivation suffers in the for the entrepreneur supposed extent.

Consideration and assumption 8: Existence of a too high or too low specificity of anger inclination.

A too high anger inclination stands in a connection with blockades of actions and goals (Hodapp 2005:349); by which the business-economical supposed average until above-average problem-solving orientation can be influenced negative. However, by a 'constructive' anger inclination, rational and problem-directed discussions can be provoked (Hodapp 2005:398), so that in this case a - then more positive - influence on the problem-solving orientation can got visible. In how far the peculiarity of anger inclination influences the business-economical high degree of assertiveness too, is - at least on the ground of this script - not documented. So, merely the assumption remains, that a perhaps a too little anger inclination - also by a connectivity with more lower personality patterns of aggressivity - brings out a rather lower assertiveness. It's also to think about that anger is an emotion, and with this touches the emotional stability.

Consideration and assumption 9: Lack of subjective well-being.

Well-being can be found out by factors of measurement, namely the self-acceptance, the control about the environment, positive relationships to other, the existence of life-targets, personal growth and the striving for autonomy (Ryff and Keyes 1995:723). If there is a lack on these factors of measurement, just several of the in the business economics supposed competences for a successful action are touched: lower emotional stability, a lower common motivational force, lower striving for independence. By the existence of lower life-targets, there is also a lower force for effort-motivation; by a lower control about the environment and a slower self-acceptance, there I a lower internal locus of control too; and by this also a lower assertiveness.

Consideration and assumption 10: Lack of a high self-esteem.

If a high self-esteem is not existing, there are doubts on the own abilities, a scepticism by defining and working out tasks. Here, consequences can be assumed on the force of effort-motivation, on the degree of the internal locus of control, the striving for independence, the ability to work under pressure, the problem-solving orientation and the assertiveness. In how far, there can be made a connection to the readiness to assume risks too, may be unanswered. Because this last competence only is indirectly located in the presented differences in the personality.

Consideration and assumption 11: Lack of an internal, that means a rather external locus of control.

As a failing internal locus of control lets miss the ability, having the consequences of actions under the own control (Asendorpf and Neyer 2012:184), can be assumed that this has effects on the business-economical in special high supposed degree of an internal locus of control too. With a lower or failing internal locus of control, also the belief on the own motivation for efforts sinks down, as well as the ability, striving for independence and problem-solving orientation. Because the belief on the suggestibility of occurrences in the entrepreneurial life is not given on an adequate level. As well can be assumed, that with a failing or lower internal locus of control, a lower assertiveness goes along. This, because the action is rather strange than by oneself influenced. At the same time, the connection between the locus of control and the self-esteem must be seen (Laskowski 2000:65).

Consideration and assumption 12: Failing high self-efficacy.

Here can be referred to the arguments about self-esteem because self-efficacy and self-esteem are connected.

Consideration and assumption 13: Having not a positive optimistic tendency.

A missing optimistic tendency has a negative influence on the efficiency (Renner 2005:451), and by this, on the achievement motivation as well as the strength to act. By the failing tenacity in following to targets - being correlated with a failing positive optimistic tendency – moreover can be assumed, that the as business-economic demanded competence of motive-power can suffer, having a failing or lower optimistic tendency.

Consideration and assumption 14: Lower or failing prosocial behaviour.

As the prosocial behaviour by the ‘concern to others’ is connected to the ‘self-confidence into the own action-competences’ and ‘cognitions about fairness’ (Bierhoff 2005:462), a connection can be assumed with the business-economic competence of an internal locus of control. A lower or failing prosocial behaviour by a lack of trust into the own action-competences, in addition would negatively touch the business-economic competence of social adaptability. Because then, the demanded social-communicative competences would not – or on a lower level - exist; and the access to discussion partners and contact partners would stay closed (Brauckmann et al. 2008:15).

Consideration and assumption 15: Failing or lower empathy.

As the empathy is emotional anchored, it can be supposed that a lower or lacking empathy has a negative impact on the business-economical competence of a high emotional stability. Because this emotional relation is directed on the sympathies to the experiences of others (Friedlmeier and Trommsdorff 1992:138), also the competence of the social adaptability is touched. Lacking empathy as a lacking entrance to a constructive and cherishing action in work-processes just means, that perhaps with interaction partners, good arrangements and solutions cannot be found. And so, by a lack of empathy, the business-economic competence of problem-solving orientation can be impaired.

Consideration and assumption 16: A lower or failing aggression potential , or an aggression potential too high.

As well as the inclination towards anger, a lacking potential of aggression can influence the business-economical competences of assertiveness and problem-solving orientation negatively. A too high aggressivity points out a more external locus of control and a lower performance orientation (Rammseyer and Weber 2010:96), which again influences the strength of effort-motivation.

Consideration and assumption 17: Failing ability for self-expression

Here can be gone back to the consideration and assumption 5 about a failing ability for self-regulation and self-control.

Consideration and assumption 18: Failing high qualification for giving social support.

A failing qualification for giving social support, points out a lower more internal locus of control (persons with a high internal locus of control accept social support from outside appreciating, using the support (Klauer 2005:497) ). Also, the lack of having a high competence for giving social support, touches the business-economical competence of social adaptability because the ability to create networks on basis of mutuality can be impacted.

The preceeding thoughts point out, on which high level differences in the *human* personality effect differences in the *entrepreneurial* personality too, and so too have effects on the entrepreneurial behaviour, action and the ability, having entrepreneurial foresight. Although, the dependences between differences in the personality and the presented business-economical competences surely are not shown completely; being merely assumptions in the form of thoughts, concerning the shown dependences.

With this, the problem is, that such assumptions then **only** would be a pure statement about a dependency between - only to name a sample - the business-economic demanded competence of a high internal locus of control and the personality-differences found out in the sector of self-regulation and self-control. Such an assumption would not give an answer about, 'how much of an internal locus of control' is possible to lack, so that the person is just again able, acting with success in the entrepreneurial functions.

Not to mention the question, in how far such a ‘deficit’ of internal locus of control eventually can be balanced by other in the personality characteristics anchored positive ‘indications’, being necessary for a successful entrepreneurship. Thus, if for the entrepreneur the as sample named business-economical high internal locus of control is demanded, the question about ‘how high’ must remain open.

The into an interdisciplinary approach included complexity may get visible with the following summarising chart once again.

**As the most important result is to say, that the entrepreneurial personality and the in the business economics demanded entrepreneurial competences cannot stand alone, but are needy for an interdisciplinary entry, giving an explanation about an entrepreneurial - with foresight tainted - action. And it is to say that for a *successful* entrepreneurial action, just not that person is an entrepreneur, who is doing the entrepreneurial functions; but only that person, who *at the same time* holds inside him/herself the interdisciplinary substantiated necessary competences.**

By an aggregation in fig. 10, concerning the preceeding 18 considerations and assumptions, it gets visible on which business-economical competences, caused by differences in the interdisciplinary personality, is got access to. Thus, the chart merely shows schematic references, being assumed between psycho-logical/genetical differences in the personality and business-economical competences. With this, it is important again, underlining the ‘character of assumptions’ this chart has, to which the statements of this paper can’t go beyond, caused by the existing complexity.

Fig. 10 shows (and with this, at the same time it is shown how to read it), that for example the psychological ability for self-regulation and self-control on the business-economical platform touches the competences of (1) strength of effort motivation, (2) internal locus of control, (3) striving for independence, as well as (8) the tolerance for uncertainty. Or as a further sample, on the business-economical platform, the creativity is brought into a connection with (1) strength of effort motivation, (6) problem-solving orientation, (7) risk appetite and (8) tolerance for uncertainty.

differences in the personality		related with	economic competences
intelligence		.1 - 11	
creativity		1, 6, 7, 8	
wisdom, life- and self understanding		1, 6, 7, 8	1 motivation for efforts
social competences		9, 10	2 internal locus of control
ability for self regulation and self control		1, 2, 3, 8	3 eagerness for independence
ability for stress handling		1, 2, 5, 11	4 motivational force
anxiety		1, 2, 6, 11	5 ability to work under pressure
predisposition for anger at something		6, (9), 11	6 problem solving orientation
subjective well-being		1, 2, 3, 4, 9, 11	7 risk appetite
self-esteem		1, 2, 3, 4, 6, 9	8 tolerance for uncertainty
internal locus of control		1, 2, 3, 6, 9	9 assertiveness
prosocial behavior		2, 10	10 social adaptability
self-efficacy		1, 2, 3, 4, 6, 9	11 emotional stability
general optimistic tendency		1, 4	
empathy		6, 10, 11	
potential for aggression		1, 2, 6, 9	
ability for social support		2, 10	

Fig. 10:combination of business-economical competences with differences in the personality

#### 4.1.2 Business-economical competence-demands and the dimensions of personality ('Big Five')

As well as the five-factor-model of personality in the sector of the personality-psychology has reached a position of hegemony (Ruf 2009:6), it is exposed to the criticism, having a too high degree of generality, and basing to a large extent on an

atheoretical, descriptive approach (Ruf 2009:12). Exactly this high degree of generality bears the difficulty, allocating the five factors - neuroticism, extraversion, conscientiousness, agreeableness and openness for experiences – to the singular business-economical shown competences, the successful and foresight-suitable entrepreneur must have.

This difficulty also then is not basically brought away, by underlying the description of the singular dimensions – as done preceding -, trying then, to relate singular description-elements of the particular ‘Big Five’-dimension to singular business-economical competences. This is a very daring experiment, which in the end has for deduce no academical approach; being merely fed by the ‘guess of everyday’. The only reason being allowed to proceed in this way, perhaps can be seen in the genetical heritability of the ‘Big Five’-factors with about between 40% and 60% (Rammseyer and Weber 2010:236), by which then a connection to the better explainable differences in the personality and their adjustment with business-economical competence-demands for the successful entrepreneur is done.

The existing difficulty here as sample is shown, using the ‘Big Five’-dimension of neuroticism; by which psychological based for the with success in the entrepreneurial functions acting person a better high, than a low emotional stability can be attended.

<b>Neuroticism</b>		
<b>emotional stability</b>		<b>emotional lability</b>
stable, calm, unhurried, happy, superior, effective, bold, low emotionality	versus	curious, anxiously, nervous, cpricious, worried, sensitive, raspy, fearful, self-pity, instable, disheartened, pusillanimous
<b>assumed for entrepreneurial action: high emotional stability</b>		

Trying now to produce a correlation with business-economical entrepreneurial competences, using a negative-reference - emotional lability - by the describing adjectives, a failure will happen, as the following table 10 shows.

A presentation like in table 10 namely cannot bring out more than a pure (high-handed) assumption, which in no way corresponds to an academic grounded statement; but is at most created by the normal feeling of the people. In the same way, similar unsatisfactory this trial of a comparison on behalf of the trait-patterns would be for the remaining four dimensions of the ‘Big Five’-approach.

By this reason, it makes a sense, staying here with more undifferentiated statements: A person reasoned by his personality correspondent to the ‘Big Five’-model possesses 1. a high emotional stability, 2. a more extraverted than introverted behaviour, 3. a better too low than too high degree of agreeableness, 4. a better higher degree of conscientiousness, 5. a high openness for new experiences. To this person are attributed

the presented business-economical competences, being able for a successful entrepreneurial action in the entrepreneurial functions and for having foresight. Namely: a) a specially high degree of effort-motivation, b) a high degree of internal locus of control, c) a striving for independence above the average, d) a common motivation strength above the average, e) a in specially high ability to work under pressure, f) a problem-solving orientation on the average up to above the average, g) a tolerance for uncertainty a little bit above the average, h) an increased assertiveness, j) a high emotional stability.

				who has not a high emotionality, has a lack on									
neuroticism	strength of effort-motivation	internal locus of control	striving for independence	motivational force	ability to work under pressure	problem solving-orientation	risk appetite	tolerance for uncertainty	assertiveness	social adaptability	emotional stability		
curious		x		x	x	x		x	x	x			
anxiously	x	x	x	x	x	x	x	x	x	x	x		
nervous		x			x	x	x	x	x	x	x	x	
capricious		x			x	x			x	x	x	x	
worried	x	x	x	x	x	x	x	x	x	x	x	x	
sensitive		x		x	x			x		x	x	x	
raspy	x	x		x	x				x	x	x	x	
fearful	x	x	x	x	x	x	x	x	x	x	x	x	
self-pity	x	x	x	x	x			x		x	x	x	
instable	x	x	x	x	x	x	x	x	x	x	x	x	
disheartened	x	x	x	x	x	x	x	x	x	x	x	x	
pusillanimous	x	x	x	x	x	x	x	x	x	x	x	x	

Table 10: Trial to relate singular elements of the 'Big Five'-dimension neuroticism with business-economical entrepreneurial competences

A special role is given to the as for the entrepreneur demanded business-economical competence of a risk appetite above the average. This is contained, like preceding just presented, not directly - but at all, indirectly - in the 'Big Five'- dimensions. But at all, this statement seems not to be universal confirmed. So, for example, Fehr (2006:119) integrates the risk appetite into the dimension of extraversion.

Important is, that the 'Big Five'-dimensions merely mirror behaviour-tendencies, how a person in concrete situations tends to show a certain behaviour (Fehr 2006:123). Thus, of sure for the entrepreneurial behaviour in the singular business-economic competences, can't be made a prediction. But merely, a presumption about the entrepreneurial behaviour can be done.

Besides, for the entrepreneurial behaviour, an inappropriate evaluation for one of the 'Big Five'- dimensions does not at the same time mean, that the evaluated person is not able to be entrepreneurial active. As a sample Fehr (2006:124) notes, that an

entrepreneurial profile with a lower emotionality (dimension of neuroticism) can be compensated by higher degrees in the dimension of agreeableness (et vice versa).

A profile must always be rated and interpreted as a whole – and that of course then is guilty too for the connection between the ‘Big Five’-dimensions and the presented business-economical entrepreneurial competences. That means, “[...] to consider the individual different strong patterned dimensions between mutual reactions and interdependences, differentiated; whereby a psychological-understanding perception gets possible” (Fehr 2006:124). By this holistic demand of rating for the dimensions, then the preceding course of action is reasoned, knotting not singular contents of the particular ‘Big Five’-dimensions (as shown in table 10) concretely with business-economical competences.

#### **4.1.3 Business-economical competence-requirements and the self-concept**

A positive self-concept about the own efficiency, can be considered as an essential factor of entrepreneurial action (Braun et al. 2009:73). That this is not only so for the business-economical competence of effort-motivation, is possible to conclude by the hint that persons with a positive self-concept, are brought into a conjunction with stability, assertiveness, companionableness and open-mindedness (Laskowski 2000:28).

That all are factors, just being convenient to a successful entrepreneurial action. However, it must not be kept secret that a high self-concept can be accompanied by vainness, self-arrogance, pride and exaggerated self-assurance (Laskowski 2000:28). That are factors, to which in case of a distinct appearance, a more negative impact on a successful entrepreneurial action can be supposed. Finally, the built self-concept dictates the organisation and the interpretation of person’s perception (Laskowski 2000:22).

Because the process of perception - as pointed out - is the urgently necessary premise for entrepreneurial action in the entrepreneurial functions and for the foresight-process, the developed self-concept can only be a positive one, leading to entrepreneurial successful action and entrepreneurial success.

An entrepreneurial ‘self’ must be integrated into the self-concept: “That is why a self-concept into which an entrepreneurial ‘self’ is integrated, is more fundamental for the economic success, than business-economical insights and experiences” (Rövekamp 2011:338 f.)

Besides, the enhancement of the self-concept is seen as an element of a visionary business management (Menzenbach 2012:52).

The entrepreneurial self-concept must be high. Because a lower self-concept gives to the people more unfavourable expectations about the own competences; supports anxiety, and so has an influence on the way, a person acts in situations with. “Furthermore, still can be accepted that those, with the unfavourable self-concept will

behave less self-reliant, being more pessimistic and self-critical, feeling themselves more culpable or incapable; feeling the world as more difficult and dangerous as those persons with a convenient self-concept" (Laskowski 2000:27).

That for the fulfilment of the business-economical postulated entrepreneurial competences a high self-concept is necessary, gets visible in case of a confrontation of these competences with the demands for a positive self-concept (fig. 11).

business-economical necessary competences	characteristics of a positive (high) self-concept
	less accessible for criticism
	more optimistic coloured perception
strength of effort-motivation	feels oneself minimum as important as others
internal locus of control	more convinced about the own good characteristics
striving for independence	becomes more accepted with own aspects
motivational force	likes more to deal with new tasks
ability to work under pressure	positive expectation about the future and about mastering problems
problem-solving orientation	high expectation about the acceptance by interaction partners
risk appetite	lower anxiety
tolerace for uncertainty	effectiveness and action-competence is more overrated
assertiveness	lower insecurity
social adaptability	
emotional stability	
	higher own target-orientation

Fig. 11: Comparison of business-economic competences with the self-concept

Similar as done for the differences of the personality preceding, here too a negative-consideration is possible. But there is a danger - minimum in this script - that there is no academic substantiation of such a negative-consideration; and that so such a consideration only is grounded in the subjective 'people-feeling' of an all-days-psychology. So for example, a person, being not convinced into the own good qualities, probably would have a lack of internal locus of control. With this, there would be a lack of assertiveness, problem-solving orientation a probably a general motivation-strength too. Similar, a person liking not the action with new tasks, probably would have a lack of strength of effort-motivation, a lack striving for independence and a failing problem-solving orientation. These two samples may be enough, marking off possible interdependences between business-economical competences and the self-concept. But this with the background, that this are only speculative predication, being needy for an academic verification or falsification.

So, it must be enough, that besides the statements carved out concerning the personality-differences and the demands of the ‘Big Five’- personality dimensions, supplemental to this by a view from the business-economical side too, there must exist a positive (high) self-concept; giving to the entrepreneur the ability to act with foresight in the entrepreneurial functions.

#### **4.2 The foresight-factor inside the entrepreneurial personality**

As carved out, foresight is ‘only’ one aspect of perception, on which entrepreneurial action in the entrepreneurial function in total is grounded. That is why, foresight is interdisciplinary anchored in the entrepreneurial personality with the described biological, social and psychological components. And much more, foresight can be connected too with the preceding outlined and demanded competences.

By this reason, the argument must be right, that every entrepreneur is a person, having foresight too. Because: as correspondent to the business-economic statement everybody, being active in the entrepreneurial functions, is an entrepreneur; with this, everybody being active in the entrepreneurial functions must have foresight too. Thus, there is just as much or as less said about, how good or how bad a person with foresight-talent may have a look into the future; as well as the quality of entrepreneurial action, has nothing to do with the basic principle, being an entrepreneur.

Thus, the wished entrepreneurial foresight-ability, to translate things previewing into entrepreneurial action, remains an in the literature manifold stated thing. This, without offering methods of resolution, how this factum comes into the world; or just in the sense of a then ‘better’ entrepreneurial action is influenceable. With this, the literature with the following statements shows demands into the right direction; but these statements are not appropriate, to grasp the problem about entrepreneurial foresight with the roots:

“Improving our understanding of the pathways to foresightful action, or to entrepreneurial action, are therefore useful only so far as a better understanding of the means increases the promotion of the ends” (Hayward and Voros 2005:3).

“The entrepreneurs, like the foresight practitioner, need ways of seeing or perceiving which broaden and deepen awareness of what is in our environment that we are currently blind to” (Hayward and Voros 2005:14).

“Entrepreneurship is a dynamic process of vision, change, and creation. It requires the application of energy and passion towards the creation and implementation of ideas and creative solutions” (Morrow 2006:607).

“The idea that holding a vision of what is possible, forms the link between foresight and entrepreneurship ...” (Morrow 2006:607)

“Wisdom is the highest expression of future consciousness – the holistic integration of those capacities necessary for flourishing in the future” (Lombardo 2013:63).

“In the conceptualisation, the foresight inherent in the entrepreneurial activity can be explained as a process and not as a matter of rational choice or entrepreneurial prescience” (Fuller and Warren 2006:957).

“Foresight is a key business skill and as part of the ‘knowledge economy’ has links with other ‘knowledge’ business areas such as innovation. Foresightedness is a combination of developing and understanding of possible futures for an organization and acting upon that” (Horton 1995:5).

“Entrepreneurs will not act unless they can imagine succeeding, and they cannot truly be entrepreneurs unless they believe they can enact a unique vision of the future in which their product or services is important for a particular group of customers. In this respect, entrepreneurs are made, not born” (Collwell and Narayanan 2010:299).

“The future cannot be ”predicted” but alternative futures can be “forecasted” and preferred futures “envisioned” and “invented” – continuously” (Kuosa 2011:331).

The list above is resumable. For a business-economical action, the request for foresight by the statements above becomes clear; but the way to attain a real foresight inside the person of the entrepreneur, the doctrine of the business-economics does *not* show. To this, at all the existing foresight-concepts like for example ‘strategic foresight’, are not allowed to fool over.

It is the near interconnection of the foresight-factor to the entrepreneurial personality which doesn’t arise with its actions from the business-economic competences, but out of its genetics, its psychology, its self-concept, its environment, etc.

A strong incitement, by which - contoured by just these not business-economical caused determining factors - the entrepreneurial personality is actuated, is the uncertainty. This, on the one hand enlarges by its clearance scopes of action and action-possibilities; but on the other hand at the same time with the clearance is shrinking innovations (foresight): “The more uncertainty is eliminated; the bigger is the possibility that innovations are restricted; and instead of an innovation, merely a continuation or lower modification of just existing and known facts happens” (Böhle 2011:20).

The foresight-ability of an entrepreneur ist grounded in an interdisciplinary approach, the business-economical sciences merely can use as a fundament; then developing further hypothesis, theories, concepts, etc. This, without the duty to explain the nucleus of the origin, the entrepreneurial personality and foresight have.

But probably it is thinkable, requesting singular components of a personality by special psychological tests: “To the in the diagnostic practice presently used questionnaires about the personality belongs the *Freiburger Persönlichkeitsinventar* (FPI-R) (*Fribourg Personality Inventory*), as well as two methods to measure the five dimensions of the five-factor model, *NEO-five-factor inventory* (NEO-FFI), and a differentiated version – the *NEO-personality inventory* similar Costa and McCrae” (Rammseyer and Weber 2010:204).

If by such tests information could be won, then perhaps a calibration of these information with the business economical competences for having business-economical successful entrepreneurial action, may be possible. If then, from such tests also predictors for a special measure of entrepreneurial foresight can be deduced, the practice must show.

The in the business-economics so interesting question, how entrepreneurial action and entrepreneurial foresight comes into the world (the in the introduction to this script outlined question), only allows a singular general answer: **Entrepreneurial action and entrepreneurial foresight arise from the human (entrepreneurial) ability, being able to percept. As this ability as shown by the interdisciplinary factors - is anchored in the individual personality of the person (entrepreneur); also, the origin of the ability for entrepreneurial action and entrepreneurial foresight in each singular case, can only be explained out of the person and his/her personality-profile, which is looked on.** Explainable are merely (in the form of assumptions) such facts, leading to an individual, personal entrepreneurial action and entrepreneurial foresight.

## 5 In a nutshell: Final Comments

„The role, the ‚entrepreneur‘ in the ‘singular-economic theory’ plays, gets the name: **practicing the entrepreneurial functions**“ (Schneider 1995:32). So, everybody is an entrepreneur, being active in the entrepreneurial functions. Insofar, in this script, there is a complete consensus with the presently dominating opinion in the business-academic sciences. But with Schneider’s preceding statement, at all nothing is said about, if the entrepreneur is able for a successful action in the entrepreneurial functions; and how this success must be defined.

Doing the entrepreneurial functions, the entrepreneur must make a big number of rapid decisions under insecurity. Being able to do that, besides a professional, specialised expertise, he needs a lot of attributes and abilities, which are grounded in his/her personality (Caliendo et al. 2011b:4).

By doing the entrepreneurial functions and making decisions, the entrepreneur acts. And a consciously ‘not acting’ is an action too. He does his actions and decisions solely in

the present, “[...] at which their consequences inevitably are lying in the future. Thus, the action in business-economic affairs, always is a problem, concerning the future” (Tiberius 2011:91). That is why, every entrepreneurial action is an action concerning the future, for which (with which extent however) entrepreneurial foresight is necessary. Thus, entrepreneurial foresight is a part of entrepreneurial action.

The very necessary requirement for entrepreneurial action and entrepreneurial foresight, is the process of perception. A process, which occurs different inside the people (entrepreneurs), being interconnected with their personality: “It is to be assumed, that humans being less able for recognising correlations, make themselves much less thoughts about the own behaviour and their environment. Correspondent to this, the consequence will be, being informed about their environment worse. Their possibility, planning things in advance and taking precautions, will be restricted; because they are not able, converting perceptions into expectations” (Laskowski 2000:99).

How people (entrepreneurs) act, essentially depends on their genetical blueprint: “They inherit a genetical blueprint and are born into a world, on which they have during the crucial years no influence. That is the reason, why each of us is seeing the world with other eyes, has a different personality, and makes different good decisions” (Eagleman 2012:252).

Thus, the appearance of entrepreneurial action and entrepreneurial foresight - what at least is necessary for an action in the entrepreneurial functions with success, however the success is defined -, fundamental not depends on business-economic factors. Much more, that are factors from the genetics and biology, researched facts from the psychology. That are the factors, by which statements about the human (entrepreneurial) personality can be done.

If so, the business-economics claim competences, an in the entrepreneurial functions acting person should have, the explanatory statement for these competences - as preceeding mentioned (Schneider 1997:18) - the business economics can't provide by themselves, but rather formulate from the basis of a lived and observed practice.

By this reason, the question how entrepreneurial action and entrepreneurial foresight comes into the world, only can have an interdisciplinary answer: Namely by making a link between that, by which a genetical/biological/psychological explainable entrepreneurial personality is constructed, and those facts, being proposed by the business-economics as entrepreneurial competences for (successfully) doing the entrepreneurial functions.

That means, that indeed business-economical competence-demands give a sort of skeletal structure for a successful action in the entrepreneurial functions, but that indeed this structure is supplied by interdisciplinary factors.

The assumption is nearby, that the appearance of entrepreneurial action and entrepreneurial foresight for every in the entrepreneurial functions acting person, is something completely person-specific.

However, something like an 'if-then' entanglement can be built: If the entrepreneur possesses this or that personal characteristics - however they are caused by their origin - , then he can fulfil these or those business-economical wished entrepreneurial competences, or he just can't. Thus, the constructed interdisciplinary correlations may have something like a predictor-position, by which the bias of an in the entrepreneurial functions acting person concerning their actions and their foresight-ability can be supposed.

So, for the business-economic doctrine, there is an interdisciplinary tool which allows, making judgements not only - for example - on basis of business plans for founding new enterprises, or for the judgement about managing persons in the company, etc. Much more, there arises the possibility, to integrate soundly grounded person-related assessment criteria about the person, being demanded to act in the entrepreneurial functions. This in the sector of the 'carrying capacity'-judgements about business ideas and new enterprise-establishments, as well as in the sector of decisions, concerning the succession in the company.

And that surely is not only true in the assessment of persons, doing the entrepreneurial functions in big companies - or are demanded to do that – but perhaps just in special makes a sense for smaller and middle-ranged companies; because: "The smaller the company is, the more the entrepreneur is the medium of the entrepreneurial core-competences, and with this bonded into the daily business" (Felden und Zumholz 2009:8).

To this person-relation, the emergence of entrepreneurial foresight must be subdued too. There exists - coming back to the in the preface of this script mentioned entrepreneurial gene - just not such an entrepreneurial gene. There also doesn't exist a foresight-gene, by which people get the ability, having previewing ideas and concepts. Merely, there exists the human, having (or having not) by reasons of his/her very personal ability the chance, to act in the entrepreneurial functions with foresight.

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## **Annex**

### **A Research and results from the entrepreneurial practice about the theoretical shown inter disciplinary facts – the hermeneutic understanding**

‘Scrutinising’ how the ‘entrepreneurial personality’ comes into the world, here is done for exemplification by interviews, having had with the three in chapter 1.2.3 introduced entrepreneurs. After the presentation of the research-format and of the interview-questions, then under A.2 will follow core-statements out of these interviews. This gives an impression about, that entrepreneurial action detached from theoretical considerations from entrepreneur to entrepreneur happens completely different, and so must bear different action results.

Of course, afterwards correspondent to the theoretical research about the differences in the personality (chapter 3.1), the personality traits ‘Big Five’ (chapter 3.2.1) and the self-concept (chapter 3.2.2) more specific will be delineated entrepreneurial action and entrepreneurial behaviour of the interviewees by their statements and – as far as possible there is a commanding reference to the theoretical results. This just in the sense of a hermeneutic approach.

So, initially the at the beginning presented entrepreneurs will ‘come to statements’, illustrating by this the *in the personality of the entrepreneur anchored complexity*. Of course, this needs at first the -above mentioned - presentation of the research-format on the ground of which the statements have been won.

#### **A.1 The presentation of the research-format and of the interview-questions**

The data gathering was underlying to an - be named as qualitative research too - approach, which allows a preferably dense form of description - here the phenomenon of the entrepreneurial personality - of a far-reaching ‘understanding’ (Misoch 2015:13). As part of such a qualitative data gathering, the qualitative interview is appropriate, because “[...] the research-relevant data are won in the process of verbally communication” (Misoch 2015:13)

The special motivation for the election of this form of data gathering, is “[...] that qualitative interviews are special procedures of social-science survey techniques, because they are definable as a research *with* people as well as - depending on the section of topics - a research *about* people” (Misoch 2015:15).

Just this has an importance, having a closer examination of the bricks about entrepreneurial action and the entrepreneurial foresight-ability. Because feeling out the personality of the entrepreneur, only is possible *by* his/her active cooperation who by the allowance for the interview, allows an examination *about* him/her.

Giving as wide a space as possible for the cooperation of the entrepreneur as interview-partner, it is not appropriate, ‘requesting’ the entrepreneur with detailed singular

questions as much as possible but giving him better as wide a space as possible, intervening into this reporting as little as possible directive.

For the narrative character of the interviews, was given a wide space. So, merely by only few specific questions, the telling generating guideline was forced, oriented to the requirements and the objects of investigation. Thus, for the interviewed, the subject was not freely selectable (Nohl 2012:13 f.).

The questions were arranged in a form, that the interviewed were stimulated, reporting detailed and the narrative potential exhausting about their experiences concerning entrepreneurial action and entrepreneurial foresight. Thus, the demands on a guideline-oriented qualitative interview, were fulfilled (Nohl 2012:16).

The interview questions were so shaped, that the answers were convenient, giving references to the just carving out interdisciplinary components of the (entrepreneurial) personality, even concerning the three - in the theoretical part presented and explained - sectors: a) differences in the personality, b) behaviour of the personality ('Big Five'-factors) and c) self-concept. Thus, the interviewed entrepreneurs, were 'evaluated' in these three sectors.

Explicitly, the three entrepreneurs have **not** been demanded as experts. That means as "a person, having professional-specific knowledge caused by long-standing experiences" (Mieg 2005:7), but as humans, who act in the entrepreneurial functions.

The citation from parts of the interviews is done on a basis of a complete interview-transcription (in the appendix) with naming the interview-rows from which the citates stem from. For example: interview tour-operator's interview from 05.08.2016 (12-24). So, perhaps can be created an explaining completion to the theoretical background.

Each of the interviewed entrepreneurs got the same identical 11 interview-questions. The also delineated expectation-horizon, concerning the in the formulation written terms will be explained in the following theoretical background. So, a connection of the theoretical background with the interview-citates will give an understanding consolidation.

The expectation-horizon reasons the particular question, concerning the hope for results about the interdisciplinary looked on entrepreneurial personality. Then, in a later point of time, a balance of the sectors a) differences in the personality, b) behaviour of the personality (Big-Five-factors) and c) the self-concept with business-economic supposed entrepreneurial competences must be done.

By fixing the expectation horizon, will be avoided that parts of the interviews touch not relevant theme areas (Misoch 2015:131). The under a), b) and c) named terms in the to the interviewed persons submitted texts are in short so presented, that then specifying theoretical considerations can follow.

Of course, the formulated expectation-horizon, the interviewed persons do not get.

To the three selected entrepreneurs, the interview-questions were given several weeks before the interview was done. Thus, to the interviewed, the goals and the content was

announced in advance, and furthermore, the necessary confidentiality of the data gathering was ensured (Misoch 2015:16).

The following preliminary information was given by submitting the interview questions with the following text:

‘Presently, we examine the question, how entrepreneurial action and entrepreneurial prescience (foresight) comes into the world. Although, it turned out that the demands, which by the business-economic doctrine are made just in the practice to the entrepreneurs, depend in a strong measure - besides as business-economical formulated demands - on the entrepreneurial personality. As business-economical requirements can be named: strength of motivation force, internal locus of control, striving for independence, force of efforts, ability to work under pressure, tolerance for uncertainty, assertiveness, social adaptability and emotional stability.

In how far, these business-economic requirements perhaps are anchored in the entrepreneurial personality, with this interview the trial will be made, getting closer answers .

Humans in general, and so entrepreneurs too, have differences in their personality, for example: intelligence, creativity, wisdom, social competence, ability for self-regulation, ability for stress coping, anger inclination, self-esteem, locus of control, empathy, potential of aggression, etc.

Furthermore, humans can be different evaluated concerning their tendency of behaviour: a) emotional stability, b) introversion or extraversion, c) adaptability, d) conscientiousness, e) openness for new experiences.

And as a further fact to look at, humans - and so entrepreneurs too - have different self-concepts, influencing their actions. This means, that the perception of and the knowledge about the own person, for persons is different. From this, different human actions are resulting too.

We thank for your willingness, participating into these studies. And of course, we assure confidentiality concerning the in the interview collected data’.

#### Question 1:

Please, tell me about your entrepreneurial daily routine; the fulfilment of which tasks is especially important for you, how you do that, and how you are planning your daily routine; this for mastering the outstanding tasks.

#### *Expectation:*

*This question as start-question is thought for making a touch and for the warm-up. Anyhow, it gives answers about work habits, about personal behavioural patterns. So, first insights can be won into all three relevant sectors: In the sector of personality-differences, the answers can give information about abilities and competences about emotional-cognitive occurrences, as well as about social behavioural expressions. The sector of the ‘Big Five’-dimensions is touched, because by attributing adjectives the interviewed person is using, about his/her daily work, behavioural patterns can be got*

*visible. The sector of the self-concept is touched because the interviewed person very consciously speaks about the own knowledges, abilities, qualities, preferences, and about his/her behaviour.*

**Question 2:**

Have you ever watched that in your action, you are different from other people; in special that you differ in your entrepreneurial actions from other entrepreneurs? What differences did you notice?

*Expectation:*

*This question is aimed to the by the interviewed person observed personality-differences, and so at the same time, gives a self-classification of the interviewed person concerning his/her own personality. Depending on the plentifulness of the answer, here in the conversation can be specified further on. This by concrete questions of the interviewer about differences in the sectors of abilities and competences (intelligence, creativity, wisdom and view of life, social competences, self-regulation and stress coping), the emotional cognitive specificities (anxiety, anger inclination, stress, wellbeing, self-esteem, locus of control, self-efficacy, optimism), and behavioural patterns (empathy, aggressivity, self-expression, social support).*

**Question 3:**

Which are typical traps and ‘bad’ habitudes, you fall victim again and again, doing your work? This, although your mind and made experiences advise rather another behaviour to you?

*Expectation:*

*This question gives answers for the sector of differences in the personality and ‘controls’ the in the preceding question given answers. But in special, the question gives an answer about the self-concept, the interviewed person has. Because here, the person reflects about him/herself, this concerning the perception, own qualities, assertiveness, acceptance-attendance, anxiety, ability for efforts and action-competences, as well as about own insecurities.*

**Question 4:**

Can you describe for yourself a method, how you take for the welfare of your enterprise a previewing look into the future? By what are you sensitised, reflecting and planning with foresight? How systematically are you doing so?

*Expectation:*

*The question answers in the sector of differences in the personality about intelligence, creativity, self-regulation and self-control, locus of control and the view on the own life and on oneself. In the sector of the ‘Big Five’-dimensions, in special the dimension ‘openness for experiences’ is touched, but the sector of ‘conscientiousness’ too.*

Question 5:

You are confronted with a real big problem, the consequences of which you can't grip not yet really in the right way. What do you sense by having that situation, and which feelings are triggered by this situation with you and inside you? Can you remember on such a problem? How did you try, solving the problem or minimum 'deactivating' it?

*Expectation:*

*This question is about the sector of 'neuroticism' from the 'big Five' dimensions. The question should give an answer about emotional stability versus emotional lability. The dimension of conscientiousness is touched too.*

Question 6:

The importance of networks and networking is undisputed today. Can you spontaneously report about networks, in which you are at home by doing your business? And perhaps, can you tell about your own input into networking; which benefits you attend from this, and which 'efforts' you are willing to give for a flourishing network?

*Expectation:*

*This question is directed on the 'Big Five' dimension of 'extraversion'. The question should give an answer about, how active, convivial, ready to talk, outgoing the interviewed person is in the contact with other people by doing the daily entrepreneurial work. But too, how easygoing and assertive the interviewed person is by doing so. But at the same time, something is said about the 'Big Five'-dimension of 'agreeableness'. Because, willing to network, the person must behave trustful, co-operative, indulgently and kindly.*

Question 7:

Perhaps, you know this silly word: "Kind is the little brother of 'shit'". Somehow, behind this word is hidden a sort of philosophy. Can you report by your entrepreneurial action about incidents, in which you had a disadvantage, being too kind, compassionate, cooperative, helpful and forgiving? Or, on the opposite, do you remember situations, in which showing a certain incompatibility brought out better results, than being too compatible?

*Expectation:*

*The question touches the 'Big Five'-dimension of 'agreeableness', but answers too on personality-differences in the sector of social behavioural patterns, as well as in the sector of emotional-cognitive peculiarities concerning the self-esteem, the locus of control and the self-efficacy.*

Question 8:

What do you criticise about people, you don't feel conscientious? And how do you try yourself, avoiding in your personal work-plan such - by you perceived as negative - stumbling blocks?

*Expectation:*

*Here is done a request about, the interviewed person by himself would feel as conscientious. And how this result of evaluation can be judged, concerning the 'Big Five'-dimension of conscientiousness. From the sector of personality-differences are touched in the field of abilities and competences, specially the abilities for self-regulation and self-control.*

Question 9:

Daily, you are charged with many new information, in parts with known, but in other parts with unknown facts. Which business strategies did you develop, to tackle these lots of information? And how do you work with the information, falling out of the all-days patterns, being perhaps new for you?

*Expectation:*

*Here, the 'Big Five'-dimension about 'openness for experiences' is requested with the facets: broadly interested, inventive, imaginative, intelligent, originally and eager for knowledge. From the sector of abilities and competences concerning the personality-differences, answers are hoped for about intelligence and creativity, as well as wisdom and view of life (future-conscientiousness). From the sector of emotional-cognitive personality-differences, the locus of control and the self-efficacy are touched.*

Question 10:

You know this dictum, the poet Friedrich Schiller did: Always strive to the whole, and if you can't get this whole by yourself, then as a serving element join to a whole! Can you, concerning your business report about situations, in which you better joined somewhere? How many efforts do you shoulder, being ever the 'gym leader'? And how do you find out for yourself if that is possible?

*Expectation:*

*By this question, should be opened the possibility for a short discussion about the self-concept. This, delivering results about the ability to take criticism, the own perception, the personal importance, assertiveness, expectations about the future, expectations about acceptance, etc. It's just about, the interviewed person has a positive, or a more negative self-concept.*

### Final question:

Now, we are at the end of the interview. In the preceding questions we tried collecting a lot of information about entrepreneurial behaviour by means of your personal experiences and observations. Thanks for your readiness to join in. Did we forget something from your point of view? Could you perhaps summarise in a few crucial points, which essential structural elements for you a successful and foresight oriented entrepreneurial action must include?

*Here, the entrepreneur finally is requested again about his entrepreneurial core values. Concerning the expressiveness, the answers can spread into all three relevant sectors: personality-differences, 'Big Five'-dimensions and self-concept. So, this final question has a similar global information content, as already the question 1 has.*

## **A.2 Won detections from the interviews**

The in the following by the interviews collected conclusions mirror the is-respective status, about which for the present no further evaluating explanation is necessary. But this is-respective status just makes visible, which differences and which explosiveness und which degree of generality are inside the by Schneider (1995:32) so highly abstract chosen formulation: "The role, the entrepreneur is doing in the singular economic theory of the institutions, gets the name practicing the entrepreneurial functions".

The following conclusions are leading exactly to the point - on which in the sense of a hermeneutic procedure up to the theoretical definition of the entrepreneur, as used on the basis of the entrepreneurial functions - something can be added by doing a practical comparison, being *not* indicated by scientific formulations: namely seeing the entrepreneur not as an abstract term, but as a real existing *person* with all in this included personal and interpersonal attributes. And with this it gets important, letting speak the by Schneider (1995:32) mentioned actor in the part of 'Hamlet' (by interview citations).

Just here is the point on which suddenly the term 'acting in the entrepreneurial functions' changes to humans, real persons with a real personality structure. It is about humans, manifesting by their very individual personality structure, how their entrepreneurial action and their ability for entrepreneurial foresight in the day-to-day entrepreneurial life is patterned, by yielding their work power and their knowledge into the daily efforts, struggling with insecurities (Schneider 1995:31).

### **The tour operator**

- is able for defining his field of activity very exactly.
- cannot accomplish all things immediately. Stress situations are arising.
- is pushing things in front of him without accomplishing them, until other positive things give an inducement, doing also aggravating things.
- is pushing difficult tasks in front of him and doesn't finish them in one action.
- likes more, doing well known things as less known or new things.
- has a reduced motivation, for seizing new suggestions.

- by trend is anxiously by unknown situations
- has a reduced motivation, developing new things from its bottom.
- has a good prosocial behaviour, caused by the support for the clients beyond the pure business.
- has a high conscientiousness by planning the travel-offers.
- has (in the past more than today) - also caused by travelling absences - problems, handling the employees: If the chief is not at home, the mice are dancing on the table.
- has not trust and courage for delegating tasks to employees, because the employees are not felt competent for doing the duties. There is a lack of leadership competence, giving the right motivation to the employees. That's why there is a compulsive fear, having to do everything from alone.
- pushes things in front of himself, things which should be done immediately.
- by planning new travels, he is inspired by the offers of other tour operating .
- needs some pressure (for example time pressure) to complete tasks.
- by reason of workload in the daily routine, heavily has the chance, investing future oriented planning ideas. For him, future orientation more means reducing the business than bringing it forwards. Planned target: doing the business with half force until a high personal age on a low level.
- likes working together in cases of problems and controversies with external advisors and advocates.
- is well able, regulating his own stress by the execution of a just running journey.
- reacts emotional on personal disappointments with a personal high stress sensation.
- likes supporting others - also in voluntary campaigns – by networking.
- makes efforts, being to others likable, trustful, cooperative - makes rarely direct pressure on providers but has in mind a likable and fair behaviour against others as sufficient pressurising-medium that other people are confronting him in the same manner.
- admits own lack of leadership, handling the employees.
- is seeing conscientiousness as a vocabulary for fair-mindedness: not being cheated and getting told a lie.
- likes working with a crowd of peace of paper. The papers are reviewed all one or two weeks. Important sheets are brought on the top of the pile.
- has no classical follow-up, doing tasks just in time. Merely schedule templates for dates of payment, trip bookings, etc. are deposited in the by personal computer leaded calendar.
- is overready, working together with others in cooperation, but also wants maintenance of his independence.

### **The real estate manager**

- differs from the very first moment into regular and unscheduled tasks. determines priorities and decides who of the staff will do which duties.
- generates working plans with deadlines and task allotments for the staff in frequent shorter intervals.
- has a distinct dates and tasks resubmission.
- has a personal basic principle: nothing leaves to chance.
- brings not attended, pressing things very rapid into working plans. By doing this, just existing and deadline bonded tasks are under priority.
- is striving for and practicing a cooperative, friendly collaboration with all colleagues.
- brings by operational procedure visible new tasks into the next process sheets.
- doesn't work with the motto: 'That's as we did always', but having the necessity, there is a big openness for new ways.
- is open for new technics and new communication ways.
- appreciates reliability, transparency at work and keeping promises as a very high valuable commodity.
- is seeing and practicing high assertiveness as a positive feature, having enhanced essentially by made professional experiences.
- is estimating her own persuasive power as high.
- has the willingness for adaptability on given factors and clients within the frame of her own beliefs, and she demonstrates flexibility.
- likes including new impulses, with bringing them in for implementation after a verification.
- is not handling difficult problems imperative alone but is looking for the discussion in the familiar working collective, working out solutions together.
- has a high conscientiousness, by which again and again also obnoxious or aggravating tasks are in the focus and worked off. Nothing disappears into oblivion.
- is doing disagreeable things by herself, brings things by herself to the end without delegation.
- recognises on herself no bad working habits and doesn't concede these to herself.
- is controlling running processes frequent about their accuracy and meaningfulness.
- is appraising the ability for taking responsibility as a high standard on herself and has this requirement to the colleagues too.
- doesn't accept every order, but examines with caution, if this work can be done by her in personal or by a member of her team of colleagues, or by the complete team
- gives a higher ranking for preservation of the enterprise, than having an enlargement of the enterprise; at which the wish enlarging the enterprise, always as target at every time is present in the occiput.
- generally, has the will detecting new horizons and bringing them into the enterprise. There is no anxiety for trying new ways and things.

- is strictly bonded on characteristic numbers out of their - by the accounting department done - monthly analysis.
- has the ability for seeing capacity borders, on which she reacts.
- prefers smaller orders by doing the capacity planning more than working with possible big orders which are bonded with an entrepreneurial risk.
- doesn't herself let get worked up by problems. There is the stable creed, that for every problem a rational solution is possible.
- nothing is swept under the carpet or trivialised, but everything is handled very consciously structured.
- has needs for information concerning incoming problems, for capturing these problems in their deepness and structuring them.
- likes using the possibilities of intensive networking. By doing this, she explicitly
- doesn't see herself as a taking part of the meshwork, but also as a giving part.
- has the ability, bringing "too likeable" and "too kind" into the background, acting in situations if necessary with pressure and rigidity.
- doesn't avoid possible occurring controversies but fights them out.
- is seeing social responsibility for her colleagues as a high asset, being positive lived in the daily cooperation.
- brings new information directly after their appearance into the working plans or deposits them in the reminders. Nothing gets lost. Absolute conscientiousness is seen as a very high asset.
- gives a high personal ranking to the ability for self-monitoring.
- gives a high ranking to the wish for self-employment and independence. But the ranking is not so high, that after an analysis of all circumstances a self-employment could be finished under the aspect of the own welfare and the welfare of the family.
- doesn't bring the own personality always into the foreground, but can stand behind the interests of others, in special in cases of familiar interests and interests of the employees.
- is very interested, following not bullish a decided way, but for getting new information also looks to the left and the right side.

### **The zoo manager**

- gets reminders of the day from his secretariat.
- is discussing the dates of the day with his leg-working surroundings.
- marks core areas for the next business year with essential targets.
- plans free time-windows for strategic important things.
- sends a signal of high creativity in themes of marketing, sponsoring, fundraising.
- has a distinct sense for controlling duties.
- makes many things by himself on behalf of a small staffing level.
- feels himself as autarkic.
- supports positive prosocial behaviour by frequent discussion sessions with important colleagues. The discussion circles also have a function of control about the working situation in different tasks which must be done.

- is well able, recognising the maturity and importance of duties, bringing them in a correspondent way into the working cycle.
- is willing to take a risk and decisive battle, bonded with a high creativity.
- has rather problems, reading and doing things by requirement of others.
- has no problems, implementing things, others are anxious to do.
- has a calculable leadership. Clear hand: fair, suitable, target oriented, but also 'hard'. Hereby, a high social competence appears.
- defines his own targets with a high self-regulation and self-control and communicates these targets to others. By this, there is a high self-esteem.
- takes efforts, involving colleagues by having good strategies and a good communication.
- feels himself as a member of staff and not as chief.
- feels and channels - if existent - a bad time management by himself.
- likes developing new things on the ground of own impulses.
- is intuitive and enthusiastic.
- has spontaneous and creative ideas. - takes away potential capacities of fear from ominous situations by well deliberated actions.
- thinks worst-case scenarios through, making by this a risk assess.
- making a risk assess, eventually discussion partners he brings early into the discussion circle.
- getting critics from the colleagues, he would scrutinise his own management style.
- is in personal more not a networker. But he uses vocational by himself built meshwork, by which his work-task will be supported.
- is in private a more familiar and reclusive type.
- is in personal kind and communicative with providers, but uncompromising and not kind in terms of the working-subjects.
- is well able, differentiating between important and unimportant. He channels important things by resubmissions, so that they are not forgotten for a further handling with.
- can only imagine with constraints, 'wearing in professional things not the hat'. At all, he feels himself as team-player.
- is angling his work on before planned strategies, which are also communicated to the colleagues for realisation.
- has a more optimistic coloured perception.
- is more convinced about the own good qualities.
- has own high entrepreneurial objectives by a high decision-making and responsibility and a high efficiency.
- has a high expectation of acceptance by his interaction-associates.
- has a lower anxiety and insecurity,
- is less accessible for critics on his person.

### **A.3 The individual personality as determinant of entrepreneurial action and entrepreneurial foresight in the sector of personality differences**

The preceding by the interviews filtered statements point out an unimagined complexity and diversity of entrepreneurial behaviour, and with this gives a justification, opening this door to the denomination ‘origin facilities on capabilities’, as it is just cited with Schneider (1995:13) concerning the abilities of a human, wider.

#### **A.3.1 Personality differences in the sector of abilities and competences**

##### **Intelligence**

Different from the following differences in the personality, concerning the intelligence, a presentation of the three - as entrepreneurial protagonists presented – interview-partners by interview citations was not done. The reason is, that in fact singular by the interviews made statements perhaps can be more ‘intelligent’ or more ‘unintelligent’. The statements can be presented later in connection with dispositions of behaviour. However, it seems not to be allowed, presenting by those statements of the ‘moment’ comments, reflecting a perhaps existing - or perhaps also not existing – intelligence of the interview-partners. Anyway, all three interview partners with success absolved a university education – even though in different disciplines. And by this can be suggested, that the interview partners minimum have an unexceptional intelligence ‘g’, like pointed out in figure 7. Of course, for all that it is possible, that the three interview-partners differ in the in figure 7 wider spread fields: intelligent humans as well have for example different visual and acoustical perceptions, or differences in their creativity and their processing speed.

##### **Creativity**

How these indications for having creativity or having not creativity can be shown in the practice, and how different obviously also entrepreneurial active humans are, concerning their adhered creativity, are showing the following interview statements in a deliberately *not judgemental* citation, then perhaps to be commented. Every valuation - and that not only for the creativity but also for all in the next to present differences in the personality likewise – underlies to the subjectivity of the interview-evaluator. For the reader must be reserved one’s right, making about the presented entrepreneurial persons an own (also subjective) picture concerning the shape of the presented differences in the personality.

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(95 – 97): „I often call the clients. Because I know many of them personally, trying to motivate them with an angel’s tongue for a change of reservation. And that with - by experience - a success of about 30, 40, 50 percent”.

(143-144): “That means that nosiness for new things on the one hand is accompanied by a certain malaise on the other hand”.

(132): (comment: picking up new ideas) “Blockade, let’s say. Because – how to call – there doesn’t exist such an emotional bond”.

(146): “Yes, nosiness is still present inside me”.

(161-163): (comment: working off upcoming tasks) “..... there I have an inner connection, an emotional linking in good, sometimes also in bad, and then it runs like fluent oil. But if I have zero imagination, then I am in the dark ...”

(441-443): “That definitively is a weak point. I am so involved into the every-day business, travel companion, organisation here, that these forward-looking aspects, that they are not so in the focus as it should be”.

#### Comments:

To (95-97): Booked travels cannot be achieved by too few participants. Here it shows a certain creativity, that the tour operator does not just shelve the trip, but by a personal contact with such customers, having booked the failed trip, tries to motivate them for another trip by travel rebooking.

To (95-97), (132) and (146): The presence of curiosity for new things shows that indeed also not already considered possibilities are worthy to consider. The ability for working with these possibilities then indeed is accompanied by a malaise. That can lead to implementation blockades because there are no pronounced emotional bonds to something ‘new’. In so far, can be read here a kind of blockade, the tour operator has.

To (161-163): The importance of emotional bonds must be underlined, which must be present for seeing something new at all. So, the ‘malaise’ - despite an existing nosiness for new things - can be debilitating for having the openness, implementing new ideas.

To (141-143): The necessity, developing new creative thoughts, is recognised in principle. And it is recognised that carrying out this necessity fails on the variety of everyday tasks. Thereby, the variety of everyday tasks gets the status of an alibi, turning to new creative thoughts.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(107-111): “... and we also have not the philosophy: ‘We made it always like this’, but we are open for new impulses. This is something, having a big importance for myself”.

(327-333): "In former times was built here (comment: as building contractor). But some day, that really was here only the management mediation of real estate properties. But meanwhile it is so, that we are coming to this configuration (comment: building designing) too. And first, there we had to reflect: Are we willing to do that, are we able to do, do we have the possibilities, do we have the capacity, and can we do that concerning the work-load. And then, we decided to do. Then, we tried it and it functions".

(467-471): (Comment: bringing in and thinking about new ideas) "Hmmm, it depends a little bit on what it is, hmmm ... we are open in every case. But here our attitude is - that's from my parents from whom I have this - but also my own one, saying: always stay a little bit on the carpet. We do what we can, and all other things we leave to others".

(638-645): "We have the crafts companies. That is somehow a big pool from where is also coming something always again. At all, that is actual our daily bread. If we wouldn't have this network, we could not exist. Because that are just also things .... We often have small repairs here, and every carpenter comes immediately. And if we would not have this network, we would have the problem beeing not able to get things done immediately. And out of this, often there are coming to us new orders because we are recommended".

#### Comments:

To (107-111), (327-333): Here, the openness for new impulses points to a certain amount of creativity. And that is underlined by the personal importance, this aspect for the real estate entrepreneur has. That such impulses then also get reality, is shown by the entrance into the property planning and development. The by the real estate entrepreneur expressed consideration: 'Are we willing to do that, are we able to do, do we have the possibilities, do we have the capacity, and can we do that concerning the work load' shows that here - speaking with the definition Koetz (2006:35) made the creativity about - new situation-relevant solutions are developed out of the meshwork of individual and potentially relevant experiences.

To (467-471): It is hinted at the fact that creative thinking and in special the realisation of such a thinking in so far has borders, as the assessment of one's own ability warns a certain caution. That can mean, that to the one or the other creative idea by misjudgement of own possibilities at least for the moment of realisation, is not given space enough.

To (638-645): Perhaps, a creative approach can be seen in the fact, working not only with a little - at every time the same - craft enterprises, but to create here a big pool. The creative approach can be seen in the idea of meshwork, by which more than only this by recommends, new orders can be acquired.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(25-27): "For every new year, I begin at the end of the running year defining priorities for the next business year. That are the essential success-factors and the essential targets for the next year, coming in there".

(46-48): (Comment: concerning the edit box of the zoo manager) "That means the topics marketing, sponsoring, fundraising. That are the very important topics, and then the topic controlling".

(114-116): (Comment: concerning the self-assessment of the zoo manager) "And on the other side creative. Though, I always try finding solutions for problems. What I am not able to, somehow is reading and implementing something by default".

(116-118): "I am good in developing things by myself. Out of myself, just in the sectors of fundraising, sponsoring, marketing".

(225-227): "In parts, I am also a creative-scatterbrain. That, then is the other side of the personality. That must be captured and structured here by my secretary. And that is quite well".

(276-279): "For example we have just in September for the staff, the management team, that's a small team, a small group .... in my weekend domicile .... Where we have one, two days of creativity work .... let's see, how to handle the lions action, for example.

(304-305): "But at the end, it is a vision here how the zoo, the product is placed at the market".

(322-323): "Yes, developing impulses further on, that's a very own nature I have. Has always been my disposition".

(337-340): "I just look at other competitors, well. But that does not mean that I permanently are traveling to zoos. But I look at the trends of developments in the leisure time sector by press research and by internet research. Seeing what happens on the right, what happens on the left".

(353-358): "Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing. It is just so, that I am inspired often: That can be a meaningful thing, let's do it".

(378-385): "On the other hand .... Going for a walk and thinking ... with a bone in ... and reflecting by this ... one time the bone is fundraising, the lion activities, one time the bone is in the marketing sector .... And so, using the time consciously; being creative and by this changing with creativity a blank sheet into a black one, where I am fully under power. Funnily enough, then everything is running under full power ..... and by this, sometimes are created ideas ..."

### Comments:

To (25-27), (46-48): As cited preceding, the finding of ideas begins after the analysis of the problems (Granig and Perusch 2012:42). Just this fact is signed by the interview citations. This is the fundament, thinking along new solutions by the analysis of individual and potentially relevant experiences, and with this starting the process of perception on which entrepreneurial foresight is based.

To (114-116), (116-118), (225-227): A clear commitment to a creative personality is indicated, finding the results often in marketing oriented, money acquiring actions. For example: When in the autumn 2016 the 'Pokemon go' wave swashed all over Germany, the zoo had over the time of one week in the evening hours a Pokemon chase, and by this, generated unexpected additional receipts of entrance fees (5 €/person) of about 60.000 €. It gets visible, that here situation-related spontaneous an offer for a potential clientele was created; that here the fluidness of thinking, originality of thinking as well as flexibility of thinking (Asendorpf and Neyer 2012:158) started an entrepreneurial action for raising unplanned money for the zoo. Here too, environmental aspects of a creative idea get visible – just as shown by Funke (2000:289) introductory to the thoughts about the theme of creativity.

To (353-358), (378-385): In the interview statements appears again the hint of Roth (2003:195) about the in many cases unconscious, intuitive prearrangement of creative solutions. For the zoo manager it gets visible, that creativity is not something underlying to a conscious regulation but is deployed from out of his personality.

### **Wisdom, view of life and self-knowledge**

Evidently, wisdom., view of life and self-knowledge has been a in the done interviews only very difficult till not really to find out topic. However, perhaps here may help the preceding hint of Staudinger (2005:345 f.) that wisdom and view of life have their condensation in intelligence and creativity (beside the criterion further on to speak about - openness and experience). To these two positions – intelligence and creativity - are existing statements just preceding.

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(441-446): "That definitively is a weak point. I am so involved into the every-day business, travel companion, organisation here, that these forward-looking aspects, that they are not so in the focus as it should be. Having more time there would be more acquisition concerning the cooperation partners or looking for more tour-guides. In principle, that remains a little bit outstanding".

(503-509): "And my plan in principle is, working here in the enterprise as long as I am healthy, until ultimo. But then less. Let's say with half power. Why should I finish this

here? It's an incredibly lot of fun. But then perhaps no longer 40, 50 hours of work, but 25. No longer 13 trips, but better accompanying 5, 6 trips with something like a fan club with regular customers. Then for me, that it is no stress. Then for me it is meaningfulness too".

Comments:

In both interview statements, the tour operator shows the ability, describing parts of his entrepreneurial life-situation close to reality. It's interesting, that here the - by Lombardo (2013:63) preceding mentioned - forward-looking aspect comes to the course. Tough the confession about existing weak points, shows a certain wisdom and self-knowledge. Because, without the ability for this confession, the tour operator in the past would not have been able, bringing the enterprise back to a road to success by winning an in economic questions competent shareholder.

Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(225-229): "... and for this, I question me and my work again and again, trying too to get new impulses at every time. Just by discussions too, here in the internal circle, or outside with colleagues who are doing similar things. Or with external people: advocates, tax accountants, simply having an exchange of opinions ...".

Comment:

The cited interview statement shows the preceding presented duality of self-referred and of common wisdom, being anchored in the real estate entrepreneur. On the one hand, she is able questioning herself and her work again and again, generating by doing so self-referred information. On the other hand, the practiced exchange with co-workers and external advisers makes it clear, that insights and judgements are caught up 'from outside', for mastering all-days situations in a better way.

Zoo manager. Interview statements 31.08.2016

There are no exploitable interview results under the aspect of wisdom, view of life and self-knowledge. But at all, with this is no statement made, that for the zoo manager, wisdom, view of life and self-knowledge doesn't exist. Because, in compliance with the preceding note Major and Cordey-Heyes (2000:414) made, there is absolutely existing a positive acting as basis for wisdom. This minimum, considering the existing good success of the enterprise as benchmark for this positive action. Besides that, the just presented creativity as a pillar of wisdom (Staudinger 2005:345 f.) speaks - defiance

missing concrete interview statements - for the fact, that the personality of the zoo manager is also shaped by wisdom, view of life and self-knowledge.

## **Social competences**

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(95-97): "I often call to the clients. Because I know many of them personally, trying to motivate them with an angel's tongue for a change of reservation. And that with – by experience – a success of about 30, 40, 50 percent".

(181-183): "Everything is much more personal here. I meanwhile know hundreds, nearly thousands of tour guests. We try the realisation of an individualisation aspect".

(255-262): (Comment: concerning the staff) "Well, there I must say, we speak about a weak more point. This moment, it's calm here the last 3 years, but there many things went wrong. Out of my side, extremely caused by the fact of my absence over 3 to 4 months a year. And when the cat is out of the house, the mice are dancing on the table; so that concerning the staff, in the last years here has been too little continuity. That suffers from it".

(544-546): "I am not concerned with money, I am concerned with substance. That we can bring on our tours interesting topics to other people. In a kind community".

(554-557): "But having had the chance to be self-employed for 25 years, to hold myself over the water ... Given to the market situation, I cannot reach more. Preserving this here for Mr. M and Mrs. B. (comment: staff) also is important. Mr. M will not get anymore another working place".

### Comments:

To (95-97), (181-183), (544-546): The tour operator shows a social competent behaviour in specific situations with an own intention of achieving goals, by calling the himself personal known clients concerning the request about rebooking to another trip: namely to convince the client for booking another trip. The social acceptance of his behaviour is preserved because the tour operator knows the called clients. Tough, the tour operator shows - as described preceding - with his telephone action a social competent behaviour in the sense of Kanning (2009:15).

As the tour operator with the telephone action (with a success rate between 30% and 50%) preserves and follows in a social interaction own interests with success (the client doesn't get loss but rebooks on another trip), in this case he also has the at Asendorpf and Neyer (2012:159) named central dimension of social competence: namely the competence of assertiveness. Also, a matter for the success of such a procedure may perhaps be seen in the preceding interview statements (181-183) and (544-546).

To (255-262): Concerning his employees, the entrepreneur is not able, following and preserving own interests in social interactions. Here he fails on assertiveness, because he is not able, instructing his staff in a way, ‘that the mice are not dancing on the table when the cat is out of the home’. This interview statement may have the meaning, that - according to the hint of Jacobsen (2003:64) - the tour operator perhaps does not provide the necessary social capital for his employees, being important and helpful for his success.

To (554-557): The preceding named second dimension of social competence, the relationship skills (adaptability) (Asendorpf and Neyer 2012:159) can be found in the fact that the tour operator despite a difficult market situation with just only small business results, takes social responsibility for his staff by preserving the working place for the employees. For him, this is i.a. an incitement too, handling the enterprise further on; because he could his (for himself unpretentious) income generation do otherwise too. Thus, he protects the interests of other action partners, namely his staff, in special because Mr. M. would not find another employment at all.

#### Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(60-61): (Comment: concerning the working atmosphere) “Grumbling exists from time to time, but mostly everything goes a *short* channel here, without grumbling, amicable, cooperative”.

(203-205): “Just here, it is important too, entering every client and every owner a little bit more individual, and adapting oneself a little bit too, of course”.

(761-764): “Avoiding this stumbling block, at every time I bring into my conscious that enterprises do not function without their staff. Moreover, we have a big social responsibility, also concerning the employees”.

#### Comments:

To (60-61), (761-764): Obviously, the real estate entrepreneur has a pleasant style of assertiveness, because otherwise she could not pursue and protect her own interests in social contacts with her staff. That she succeeds with this, can be fixed on the statement about the fact that the professional everyday life is going on without grumbling ad in a friendly and partnership way. Having the conscious for social responsibility concerning her employees, she has the necessary social capital, maintaining the for her own success important access to her staff. That corresponds to the preceding by Jacobsen (2003:64) cited thoughts.

To (203-205): Responding individually to each client, and by adapting herself from time to time, she shows the by Asendorpf and Neyer (2012:159) discussed central dimension of relationship skills (adaptability), concerning social competences. This “*from time to*

*time*" in her statement shows her ability, being able for making compromises between adaption and enforcement. That means the ability for enforcement of own interests in social actions by holding the interests of others true. In this way, she gives an example for the preceding statement of Lang (2008:19 f.), concerning social competences.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(66-75): "Yes, there are three important Jourfixes. One Jourfix, that is now always on Thursday. That is our team-meeting. There are talked about the singular smaller projects, but also bigger projects. That is weekly. Then, I have a further weekly Jourfix, on Thursday in the afternoon too. There is spoken about the different actions we are working with, together with architects, zoo director and zoo inspector. Construction projects. And then, there is on Monday at morning the Jourfix with the management team. There, i.a., is spoken about service aspects of the last weekend. But about all important points of each team member too. Thus, there each one comes to word".

(144-150): "You must be calculable in your leading style. That's very important. I experienced, a person being not calculable, can lead authoritarian one time, having a laissez faire leading style another time, but will have problems everywhere. Because there is nothing ... no clear handwriting. I am fair and suitable, but hard and target oriented too. And that's what is appreciated by everybody here. That always the fact is in the focus".

(166): "Yes, taking the team. That's very important".

(469-472): "For example, a short time ago, we had this project 'Enterprise value of human resources' here. And there is made a view from a global, a superordinate perspective: Are there any fire sources in the zoo? In the communicative sector, but also in the leadership sector?"

### Comments:

To (66-75), (144-150), (166): Doing Jourfixes in different team constellations points out the prioritisation of a situation the zoo manager has, seeking in collective discussions and decisions compromise-results between adaption and enforcement. This procedure contains a social-competent behaviour, accounting the interests of the zoo manager as well as the interests of the involved interaction partners: 'Thus, there each one comes to word'. Having the - as a dimension of social competence - necessary assertiveness, the zoo manager shows by his statement, being fair, suitable, hard and target oriented in his leading style; and being appreciated by the staff. By his social competence, the zoo manager develops a sense for 'taking the team'. Thus, the zoo manger gets by perception from his environment won information, putting him into the position, to adjust to a new situation and to new requirements.

To (469-472): The made project 'Enterprise value of human resources' (annotation: a project for the evaluation of internally social competences) shows, which importance is given by the zoo manager to a positive social interaction in the communicative sector, but also from the leadership side, from himself. Concerning the research results of the project 'Enterprise value of human resources' the zoo manager seems to be at peace with himself. This is readable in the interview-rows (473-477) in which he says: "I would have been irritated, coming there into the focus. I would have been irritated out of my own understanding of leadership. Because I see myself complete differently, that would have hit me. God thanks, everything was in a green sector, and it has hit my colleague".

### **Self-regulation and self-control**

As just preceding presented with personality differences in the sector of abilities and competences, here too with concrete samples, the statements of the three interviewed entrepreneurs give an insight into entrepreneurial action and the with this bonded ability, having entrepreneurial foresight:

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-27): I must deal with different fields of activity: a) the organisation of tours, b) the escort on tours. Organising the tours, doing the necessary bookings, is my task. For example, I book the busses, the flights. And then it's my duty, working out the programs, the detailed programs for the tour. There are realised concepts and program-ideas. I book all the hotels for the trip. That's the aspect about booking. The second aspect in advance is the planning of the trips. At present, for example, I am doing the plan for the complete program, the complete catalogue 2017. Trip-ideas are new created. Successful trips of the last years are taken over. Other trips practically leave the program for one or two years. Then, I am active here too, concerning the financial aspect, paying all bills. Every day, if I am here, I check the bank balance. I get submitted the invoices, or I get them by email. Then I do the payment and afterwards I give the invoices to the account staff. A further task is the acquisition of couriers and the acquisition of new cooperation partners".

(117-120): (Comment: concerning the coming to terms with displeasing news) "That's I admit, I do that, and then I wait on a moment, in which I am in a good mood - in which other things are running well, perhaps three or four tour-declarations came in, or something else good happened – and then I take a deep breath and call to them"

(128-133): (Comment: question of interviewer: That means, there is a certain subjection with anxiety?) Answer tour operator: "blockade, let's say blockade, because, how to name, a really emotional bond is not existing".

(578-583): "Let's take this problem with Mrs. D. She suddenly wants to have 6.000 € .... Then I realise, what's about. Can I do that from alone? No? Then, I go to an advocate. I would really look for professional help, getting advices, and then handling the problem systematically. That's I would do".

(632-633): "If it's about external things, then I am cool and get a professional immediately. There, I stay calm, also in face to the guests, make calls, and so on ...".

(909-920): Well, I do it like this ... I have an absolute orderliness in my computer. Aside that, I work with the principle 'jumble of bits of paper'. Seeing something, a new idea, I tear that out. I look at that in a calm minute. So, I create a fund. If something interesting storms me, I write that for myself on a chit of paper, trips anyway. Then for the first moment, I've included that. And then, about all two weeks, I systematically look at my complete filing, better one time a week. Then, this goes out of the stack of paper, that not ... So, that I have a notice at first, and then it reaches me, and then I work with it target oriented. But, if something is interesting for me, I don't bring it into the computer, but with a notice on a chit of paper. I always have so many notices, I visualise systematically. And then, I bring the chits into position for the day: That's what I make today, that's what I will do tomorrow, and then, I work that out".

#### Comments:

To (10-27), (632-633): Defining the by himself done fields of activity very clearly, the tour operator formulates such targets, being superimposable with his own needs, values and beliefs, and which are underlying to the 'dictatorial control' of the own will. Otherwise, he would not do these activity fields by himself, but give this work to other staff members (being not possibly caused by the low staffing level in fact). Thus, he is practicing self-regulation and self-control in the preceding by Koetz (2006:61 f.) described form. It's the same, looking to the hint of the tour operator, concerning 'outer things' – that means things about the daily routine.

To (117-120), (128-133): The fact, the tour operator has difficulties relating to the processing of unpleasant news, and the fact that this processing isn't done before by other occurrences a 'good mood' was produced, perhaps is seen as a sort of self-locking. Because the ability, formulating targets and intentions - namely the immediate doing of unpleasant things - is restricted. This can bring out output-losses in the daily work. Because the tour operator knows indeed, he has unpleasant things to work with, but pushes them in front of him. So, he gives an impression, just feeling not which thoughts and feelings, he wants 'himself'. He shows, being not able for the identification of unwanted thoughts (Koetz 2006:64). As consequence, there appears the (not to answer here) question in how far the cognitive ability of the tour operator is restricted, doing entrepreneurial activities and having entrepreneurial foresight.

To (909-920): The fact, the tour operator is working with an 'overflowing' jumble of chits of paper – obviously not underlying to a really systematic, target oriented and target formulating control - perhaps is a sign that the competences of self-control and self-determination in their efficacy can be damaged by a will-inhibit. The hint 'in a calm

minute I look at that' and the with this bonded flicking through the notices, the putting aside and the perhaps then eventually dealing with the notices, gives impression that the tour operator is not able, finishing this process of reflection; weighing up and analysing.

To (578-583): The statement about the willingness for demanding professional help in cases of problems, shows the ability of the tour operator, reflecting own objectives by the competence of self-control, and then starting the target tracking by laying claims to others (for example an advocate).

#### Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(9-12): "Well: my day actual begins with checking up emails and post and the sorting, distribution and attention-handling of upcoming work by priorities. In our company it is so, that a differentiation between projectable and extraordinary tasks can be distinguished".

(30-32): "Exactly. Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that's, I distribute to all the employees".

(105-107): "Hmmm, out of my sight, conflicts must be solved rapidly, so that the main targets of the enterprise can be reached and no 'sideshows of battle' are opened".

(215-219): "I really realise always again, being too kind too often, that I also have to show boundaries und should say 'no', or just: not now, but later. Hmmm, I remark that this is a learning process, I absolved or absolve, being a boss".

(252-255): "Hmm, but that's often so too, but also here with us it is so, that we kick ourselves, saying: man come, we'll tackle that now, we'll do it for two, if it is something you can do together. And then, simply it functions".

(282-285): ".... but I gave myself a jerk and said to myself: you've to handle it now. And, hmm, tackling it, then it functions. But of course I have, well, I am not so, giving away complicated things. That's I better like doing by myself".

(574-577): ".... And there, me really this helps too: sleeping a night about. On the day the problem is arising, you are often really a little bit headless. But sleeping a night about, then it's often so that you can proceed step by step. Having a plan"

#### Comments:

To (9-12), (30-32): The entrepreneur shows her ability, doing her daily work with a structured plan. With this, a form of deliberately self-monitoring is visible, because by structuring the daily work, she superimposes with own targets and needs - acting in the entrepreneurial function for getting income -, makes a central targeting, and by this underlies to a self-regulation and a 'dictatorial control' of the own will.

To (105-107), (215-219), (574-577): The statements show, that there is neither a will inhibit nor a self-inhibit, solving upcoming problems, existent. Thus, also this - as in the interview mentioned - 'just sleeping a night about', cannot have an interpretation as a will inhibit. Because the process of reflection, measuring and analysis leads to a 'step by step' advancement with a plan.

Against the existence of a self-inhibit also speaks the hint, the entrepreneur judges by herself, being perhaps often 'too kind'. This reflection shows her own feeling about the thoughts and feelings, she is involved in actual.

To (252-255), (252-285): There is impressed the ability for having self-control, because the statements bring out the ability of the entrepreneur, sticking to goals also against inner and outer barriers, and by this forcing a consequent target realisation.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(17-19): "And the strategic important activities, I am steering with help of a correspondent check list, containing the essential to dos for the next days".

(86-92): "Well, the days can just get an own dynamic, that's it. But I am .... hmm ... well prepared by the fact, being able quite well for a differentiation between short-term, middle-term and long-term on the one side, but also between importance. As sample: I work with this matrix: important, not important, important, urgent, not urgent. Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you through it away".

(155-156): "Mostly, I do written targets for myself, the business plans, etc.".

(203-205): (Comment: concerning time management) "Bad time management in parts. There are running dates away. And in parts, you've to calibrate yourself, so that's all a little bit more concentrated. Hmm, there is definitely a potential for optimisation".

(207-211): "But, it's always important, standing for a moment aside oneself, reflecting: So, what's about? What will it be? Worst case. Then, I rapidly imagine worst case scenarios and reflect about them. And when that is somehow under my control, then I have no problems any longer".

(237-239): (Comment: about adjourning tasks) "Not the important things. They are done immediately. There, I push nothing on the long bench. Well, there you've making a continuous prioritisation, so that the most important things, that they are completely in the focus".

(643-647): "Keeping something in memory, I am incredibly bad. So many impulses are coming here, talk contents too, etc. There I really have a weak point, keeping that all. Because I am extremely willing to make decisions. And then, you must see how to handle the own personality, how to reduce deficits".

(698-700): “Well, more complex things, you must or want to read, that’s I print out and bring it into the hold-file for a day more calmly, or for the coast, or home office then”.

#### Comments:

To (7-19), (86-92), (155-156): The zoo-manager shows the ability, having a deliberately self-monitoring for the formulation of targets correspondent to his structure of needs, which is underlying the own dictatorial control.

To (203-205), (643-647): The zoo-manager knows about own weak points, hindering his daily work. Calling himself for order concerning such weak points, he controls himself and makes a deliberately self-monitoring, and by this decreases the danger of a will inhibit or self-locking.

To (207-211): Here, the process is described how the zoo manager does self-monitoring by trying to think intensively about such target possibilities, being congruently with his own needs, values and convictions.

To (237-239), (698-700): The hint, pushing things not on the long bench, may be an indication for the fact, that the zoo manager doesn’t hold intentions immoderate long in the intention-memory. Thus, he escapes the danger of a will inhibit by reflecting, analysing and pondering too long time. To this, it doesn’t speak against that he cancels complex things for a ‘calm day’ to work with, because working on these things then consciously is planned for a later point in time.

#### **Coping with stress**

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(41-42): “Unfortunately, many things remain. Without stress, I would be able to do these organisational things in the year”.

(76-79): (Comment: question about the job is making stress during the tour season) “Until half a year before, yes. Now it’s stress burdened too, but now, there was a reduction on 30 trips without a great economic loss concerning the gain marge. By this, stress is less, because organising a third less, a quarter less trips, that of course means having some working hours more”.

(84-86): (Comment: about the question what the appearance of situations does mean, when everything gets ‘closely’) “Nervousness, being nerved, being stressed, feeling overburden, that’s clear of course. This year, that’s a little bit less. Because between the different tours, there is some more ‘space’ ”.

(604-612): (Comment: about the handling of difficult, unexpected tour situations). “Yes, there I try handling that professional. We just now had a trip to northern Italy. There was a bus breakdown. The guests had to wait for five hours. Then, I was called. I called

to the bus driver, the traveling companion and said: at first, the guests must have something to eat. Everybody has a budget of 10 € for eating and beverages. Then, we couldn't realise one program item. Then I called there several times more .... Now we have the follow up meeting next Tuesday. We wrote to all the tour guests. I have apologised in the name of the bus company, begging sorry for that".

(630-633): (Comment: concerning tour problems) "In these things, there I remain rather (word completion: cool), if there are problems with hotel locations, with food .... immediately, I get active. If it's about external things, there I am cool and get professional immediately".

#### Comments:

As stress is highly predisposed (Roth 2003:317), as well in the interview with the tour operator as in the interviews with the following other two entrepreneurs looked at, their statements perhaps mirror the facts, how the interview partners feel stress and act with this.

It seems, the tour operator feels stress (41-42), doing his entrepreneurial actions. But perhaps, he uses this 'magic word' stress too, having an excuse for completion problems in his organisational actions (entrepreneurial action). At the same time, he struggles against such a stress burden indeed, and so he is coping with stress by reducing the announced and realised tours a year (76-79), (84-86) . That's for having a gain in time for organisational tasks, enlarging by this the time-bonded latitude for the besides the tour-organisation upcoming duties.

The ability of the tour operator, acting under stress in concrete situations and coping with stress, is shown in the interview rows (604-612) about handling the bus breakdown. A bigger bus breakdown is a situation bringing out the in the rows (604-612) so honestly described feelings. Because - with or without faults on one's own - a situation like such a bus breakdown can bring out disaffection of the clients. The failure of tour topics can bring out claims of recourse, etc. That's why the tour operator, concerning the for him coming up stress situations for their own coverage provides a strategy of completion by 'taking a care of the situation', bringing himself by doing so the certainty, having done the right (and reducing stress) - and giving to the clients the feeling, being shepherd.

' Nerviness, being nerved, feeling overburden', the tour operator reduces by enlarging the time-distances more between the tours he accompanies himself, than he did in the past. Doing so, for himself he creates a practicable way, coping with stress. This, by reducing stress situations by the from himself planned timing device - in the end by entrepreneurial action -. He does this with a certain foresight ability too, taking into the account concerning this reduction, that - he names it marge - the economic tour-results will not capital differ.

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(44-46): (Comment: handling a suddenly upcoming incriminatory situation) "If I have for example now a storm damage, where I need umpteen people. The one must do the insurances, the other the crafts men .... then what's to be done will be distributed on those who are competent there".

(185-186): (Comment: concerning the loss of problematic clients or providers) "Yes, but then it is so. That are such things, you mustn't burden yourself with, as I feel".

(507-515): "Noticing, that a mistake inside the own enterprise has brought out the problem, then first that can trigger rage and depression. If the problem comes from outside of the enterprise, I feel that I can work with this very rational, quickly finding solutions. Thereby, I made the experience that this famous 'sleeping a night about' contributes finding a solution very often. And besides, for me it is very important having the communication with for me trustful persons inside the enterprise, but outside the enterprise too. As just said - tax consultant, advocates, depending on what the problem is about".

#### Comments:

To (44-46): Rapidly salvages in extraordinary situations (here storm damages) , as attended by the clients, can provoke stress situations for the real estate entrepreneur. She is solving these situations by distributing the by the situation arising tasks and targets on umpteen shoulders amongst her staff. Thus, she's doing an active strategy coping with stress, by being not needy to finish the by the variety out of the situation arising tasks only by herself.

To (185-186): The note in the interview, concerning the loss of problematic clients and providers shows that the real estate manager eventually doesn't let come close to herself upcoming stress, and by this also is coping with stress. This by her own decision: 'Then, that are so things, I mustn't burden with'.

To (507-515): Problems, coming from outside of the enterprise to the entrepreneur, do not bring out a concrete burden with stress. Because she's able, handling such problems with rationality. This is in coincidence with hints to her interview statement about storm damages and shows, how such a from outside coming problem is done. Another reaction of the entrepreneur is, that mistakes in the own enterprise can eventually trigger by angeriness and depression a stress situation. Here, the coping strategy is, beside 'oversleeping' the problem, the involvement of trusted advisors for finding solutions, and by this having a help defusing stress situations.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(206-208): "Sometimes, days get an own dynamic, well? And then, you are only driven. But it's always important, then standing a moment aside oneself, reflecting: Well, what's about? What shall that be?"

Comments:

The zoo manager tries canalizing stress - as he says: 'then you are only driven' - by a certain dosage of rationality, trying to see his situation from a point of an outstanding person, and trying by this, seeing and analysing action-impulses. Here, the by Kohlmann and Hock given hint (2005:376 f.) gets visible, concerning the supposed connection between the ability of stress coping and the locus of control. The zoo manager is namely - as to show - able for having a high internal locus of control. Thus, for him it is possible, putting himself 'aside himself', analysing stress provoking problems from 'outside', and then acting correspondent to the results of analysis.

### **A.3.2 Personality differences in the emotional-cognitive sector**

#### **Anxiety**

For the three interview-partner that means:

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(285-288): "The anxious is there, exactly. The anxious is there, I must do all that by myself. The anxious is there and will be ... Yes, but anxious is not so extremely present, I got used to it. If that is going on over years like this, you don't know that anymore".

(379-382): "The pressure actually is there every day continuously. As soon as I look on the bank statements ... I always have pressure. Not as extreme as doing an exam paper ... If doing that are 100%, I always have 20%, 30% pressure anyway ... because that must be made".

Comments:

The tour operator shows being fear fraughted. The fact bringing this fear for example in relation to his bank papers shows that he is always exposed to an 'pressure-situation', causing his fear concerning his enterprise. But at all, it seems he can live with his anxious behaviour, submitting this anxious behaviour to a habit behaviour. Because he is able, putting the degree of his anxiety into perspective to other situations (exam paper). He gives the impression that anxiety arises by pressure from 'outside'. To threatening stimuli, he gives attention and perhaps ambiguous situations feels being menacing. But at all, his statements do not allow a hint, that he is more affected by anxiety, than other entrepreneurs are. That for him anxiety comes out with this feeling of having pressure, shows the following interview statement (288 – 295): "It would be different, if an office specialist, a tour operating specialist would be hired. But that

would be too much expensive, and at moment I would not have the work for such a person, because I can do that all”. “Well, anxious exists somewhere, but not so serious. For me, that’s normal everyday life”.

#### Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

The interview with the real estate entrepreneur didn’t give an evidence concerning the anxiety, for which a comment is necessary. But however, it is impermissible deducing from this, the real estate entrepreneur in her entrepreneurial actions is not influenced by anxiety. Nevertheless, in the interview was not taken a serious situation, she is giving to threatening stimuli an attention, bringing out anxiety.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(404-407): (Comment: concerning a coming general meeting of the registered association as main owner of the zoo) “Because: the next day, we had a general assembly and the essential .... let’s say enviers and people being able to hurt me there, that was a ... they also have been in the board of trustees .... There, for me the big anxiety arose, being shown there negative and by this, being not able to achieve the wanted goals”.

(412-414): (Comment: concerning a very difficult situation, affecting the public, to deal with) “Yes, it was so in that case ... There, first time I had something like a feeling of helplessness. But then, I work with this very stringent. Then I say to me ... I try timbering something like a worst-case scenario”.

#### Comment:

At least - in relation to the own person - the zoo manager is able, showing anxiety (404 – 407). Because otherwise, he would not be concerned ‘being shown in public’ the next day. So, there is a tendency, noticing situations in the sense of an anxiety state as threatening (Krohne et al. 2005:385). The second statement (412 – 414) shows the ability of the zoo manager, channelling threatening situations which contain a potential for anxiety, by bringing the situation under a personal rationality control, and being able to think about by the situation arising ‘worst-case-scenarios’

#### **Anger inclination**

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(575-583): "Yes of course, there I had different problems ... a business partner. Let's talk about that with Mrs. T. ... (comment: a lady who wanted to get a material advantage). What did I do? I talked to corporate consultants. Then, I would firstly try, making the situation clear for myself. Then I make clear for myself, what's about. Can I do that from alone? No? Then I turn to a lawyer. I would turn to a professional help, getting advises, for acing then systematically with the problem. That's I would do".

(634-636): I am shocked and at first emotional upset if somebody in such a way is disappointing me or cheats me, or sells me for stupid, or behaves badly. If there is coming a human component into the play ..."

(798-802): (Comment: concerning the behaviour of a colleague) "That brings nothing at all. She just does not do it, or she forgets it. Then, from my side, there is a certain resignation. That brings out nothing. I explained the things 1000 times to her and then I say: Why didn't you do that not one time more? And then, sometimes I am with anger, and she says: You didn't explain that to me yet".

#### Comments:

To (575-583): The statement mirrors the situation, the tour operator will have a material damage by another person. Thus, there is a situation existent, by which -as Vollmann et al. (2004:48) say - trouble can be caused. Concerning such an anger, in the statement sample the tour operator seems being rather lower disposed with anger, because he doesn't try solving the existent problem only by himself but demands strange advisory assistance from outside. By this, a deescalating effect comes out: there do not appear - as with Hodapp (2005:394) remarqued - blockades of actions and ambitions.

To (634-636), (798-802): These statements show concerning an anger effecting occasion the affectivity of emotion which can bring out trouble: namely the emotional feeling of 'being disappointed' or 'being sold for stupid'. The dealing with such a situation, is mirrored in a concrete case by the argumentation of the tour operator (798-802): 'From my side, there is a certain resignation', by which an upcoming anger can't be hidden' 'And then, sometimes I'm pissed off'. At all, an existent certain resignation perhaps mirrors the fact that this personal dealing with trouble probably influences tour operator's entrepreneurial action. Because: Another entrepreneur possibly would have reacted on the attitudes of the colleague by hitting the table with the figurative fist.

#### Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(60-61): (Comment: concerning the collaboration with the work colleagues) "No, mostly not. Grumbling comes from time to time, but that all is doing here on the short service, without grumbling friendly and cooperative".

(102-104): "But, well, for me it's always important that there is a good mood all around and a lively exchange".

(507-509): "Recognising that a mistake in the own company brought out the problem, at first can provoke rage and depression"

(689-695): "I realise again and again that being nice does not have so much to do with entrepreneurial action. I often realise that there are situations in which you must put the good education in the background, enforcing entrepreneurial targets. Hmm ... having target achievement, for me it's often useful, to make the requirement about what to do. And explicit words often bring out better entrepreneurial results. This experience, I definitively made".

(790-795): (Comment: concerning the problem-handling with commissioned craftsmen) "Well, two years ago, I just would have been exploded. But meanwhile, there I am more relaxed because I simply know that such problems can happen. I often really say to myself: you are not upset. By that, then the theme is done. Well, that person then is ... not immediately ... but if that happens two or three times, I am not longer upset, and then the theme is done for me. And then will come another craftsman. (comment: craftsman as supplier)"

#### Comments:

In her interview statements, the entrepreneur only with one statement (507 – 509) shows the emotional component of anger, getting visible in rage or depression in case of mistakes in the own company. The hint about the efforts having a good and friendly mood in the company (60-61), (102-104), clarifies the mostly present attitudes, bringing out an avoidance of anger by complying with existing rules.

But at all, the entrepreneur has noticed that a certain amount of shown trouble (691-695) - e.g. by exerting pressure and being not so smart - can trigger a constructive entrepreneurial behaviour as well as a rational and problem-oriented discussion. In so far, a shown anger fulfils a defensive character, protecting against an active intervention.

The statement (790-795) 'I often really say to myself: you are not upset. By that, then the theme is done', perhaps can be interpreted as a hint. A hint that the entrepreneur consciously tries, assessing a spectre of situations as *not* annoying or provoking – and reacting on this *not* with a higher aggressivity.

Even if - as preceding mentioned - the question remains as open if the ability, handling anger by doing entrepreneurial action is controllable at all, for the presented entrepreneur one gets the impression that obviously she is able, using her personal anger-disposition precise for her entrepreneurial action.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(254-258): “But I am just an impulsive guy too. Thoroughly too, hmm, if there sometimes, hmm, things are running not so well. A guy, who can get somehow sultry too. But that has got better in the last year. But I am impulsive at all. I just want to reach things, want to enforce and implement things”.

(609-612): (Comment: concerning the design and the construction phase of a new animal landscape) “Concerning this major project e.g. it was so ... there we played with the muscles too. And we necessarily threatened with the lawyer. But that are things which are not commonplace”.

#### Comments:

To (254-258): The zoo manager just shows an emotional component by explaining that for him there are situations, he assesses as annoying or even provocative, and on which he reacts more impulsive or sultry. In how far, then that will be a concrete anger, is not derivable from the statement. But it is visible that reactions are coming out, having reasons of anger removing character.

To (609-612): About the construction of a new animal landscape, the zoo manager by doing entrepreneurial actions (playing with muscles, turn on lawyer) shows his ability, channelling trouble provoking actualities target oriented. This as well as reacting by this on a higher aggressivity, stopping so action blockades and target blockades by which anger can arise.

#### **Stress**

Because about stress behavior were just presented interview statements, here at this place will not come out a further interpretation about the from the interview partners raised statements.

#### **Well-being**

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(84): (Comment: how a lack of well-being is expressed for the tour operator) “Nervousness, being nerved, being stressed, feeling overburden, that's clear of course”.

(117-120): (Comment: concerning put off unpleasant things) “That's I admit, I do that, and then I wait on a moment, in which I am in a good mood - in which other things are running well, perhaps three or four tour-declarations came in, or something else good happened – and then I take a deep breath and call to them”.

(143-144): (Comment: concerning the dealing with new and until now unknown topics and tasks) “Well, that means at all, nosiness in new things on the one hand is accompanied on the other hand by a certain indisposition”.

(562-565): (Comment: concerning the assessment of the company situation) “For me and my business partner, the preservation of the company is quite good. This, by coming out with stalemates in the balance sheet for 10, 15 years in this shark tank of so many competitors. That’s I think, nowadays is just a merit”.

#### Comments:

To (84): The tour operator expresses feelings, giving the impression that minimum the experienced well-being of the moment is not always positive.

To (117-120): This statement obviously shows the existence of a correlation between well-being and entrepreneurial action. Because, making a contact to his clients with the aggravating news that a trip will not happen, that is an entrepreneurial action. And expressing, that he likes to do that having had some positive moments before, then he signalises a well-being by which for him it is more easy doing (displeasing) entrepreneurial actions.

To (133-144): This statement uncovers the preceding presented connection between creativity, flexibility of thinking and well-being. If nosiness on the one hand exists, but then on the other hand comes along with ‘indisposition’, this then can only mean that nosiness, ergo creative thinking and action, from the beginning is hindered by a ‘brake’.

To (562-565): Concerning his company, here the tour operator shows a habitual well-being, because he names across situations and over years his existence on the market as satisfying. But at all, in the same moment gets visible, how low-threshold the tour operator for himself assesses this well-being. This by the comment coming out passably with stalemates in the balance sheet.

#### Real estate entrepreneur. Interview statement 20.07.2016

There are no realisable interview statements concerning the well- being.

#### Zoo manager. Interview statements 31.08.2016

There are no realisable interview statements concerning the well- being.

#### **Self-esteem**

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(200): “Probably, I engage myself very intensive, very individual”.

(229-230): “Yes I think so, I just do that very individual too. Giving as input the own name and the own personality”.

(243-245): “I think, the person who is chaperon, represents very significant the company. This in a good, but also in a bad sense. But here with us, I think, more in a good sense. Because we hardly have reclamations. At all, nearly no reclamations”.

(246-248): “I can see that by means of frequenters ... To people liking that not, perhaps you can't make it right ... liking not my style, perhaps they are rummy by themselves”.

Comments:

Tour operator's interview statements obviously show, he has a “well” self-esteem. No self-doubts are visible. ‘Strong engagement’, the ‘own name’, ‘hardly reclamations’ ,other people perhaps are comical’ ... Bringing these statements into a relation with the over years indeed achieved economic success, the impression imposes, that correspondent to the hint of Schütz and Schröder (2005:427), an excessive focus on own strengths leads to an overestimation of one's own capabilities, hindering the perception of signals and responses from outside. By in such a manner narrowed perception, the ability having entrepreneurial foresight can be restricted, and by this block impulses for entrepreneurial action in the required extent too. For the tour operator, a doubt about the won abilities and a suffering from fear of failure, seemingly doesn't exist.

Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(51): (Comment: about the question, a set plan will falter) “Hmm, then hmmm, we have to gather shortly, that's often so”.

(469-471): You must always stay a little bit on the carpet. We do what we can, and all other things we leave to others”

Comments:

The statements show that for the real estate entrepreneur there doesn't exist an excessive self-esteem. More, the by Kernis (2003:2) cited hint gets visible, knotting self-esteem with a reflection of the acting human (entrepreneur) with his environment and the people around him. For the real estate entrepreneur, such a reflection gets visible by the statement about ‘gathering shortly’(51), and that this often happens. In such a reflection, for entrepreneurial action and entrepreneurial foresight, important aspects of perception-ability are rooted.

Besides, this hint doing things one can do and let make other things by others (469-471, shows a reflection of the real estate entrepreneur about her own abilities and possibilities. A reflection in which the perception of own weak points, the reaction on success and failures, taking tips seriously, is implicated.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(132): (Comment: about having the ability, doing things straight on) “Yes, in situations too, in which other people get ‘cold feet’ “.

(173-176): (Comment: about the personal evaluation in the – just delineated project ‘enterprise value of human capital’ “And there, you quickly are quite nude, well? Having been in the focus there, would have irritated me. The irritation would have been there by my understanding about leadership. Because there, I see myself completely different, that would have hit me”.

(482-485): (Comment: question about the practiced style of leadership) “Well, in the case, the staff refuses the allegiance. In case the staff can’t deal with the boss. Not with his strategy or his type, not with the style of leadership … that would hit me. That would really hit me. But that again depends on the leadership-style”.

(181-183): (Comment: about the question, the zoo manager feels himself as member of the staff in the enterprise or as boss) “As member of staff. I am wondering about. Some people write: the boss said … I am irritated by that. Particularly, because my style of leadership really is a completely other one”.

### Comments:

This statement (132) “Yes, in situations too, in which other people get ‘cold feet’” shows that the zoo manager on the one hand perhaps grants to himself a self-esteem, being felt as ‘exaggerated’. But on the other hand, this statement corresponds with the by him owned high creativity and his willingness to take risks. That’s why he says about himself in a further statement (113-116) concerning his own appraisement comparing with other entrepreneurs: “Two differences: adventurous and decisive. In parts extremely distinctive. And on the other hand, creative. Thus, I always try finding a solution for problems”.

The zoo manager himself requests his self-esteem by the fact, being affected in case of results which are not superimposable with his own evaluation (173-176). Thus, he shows an ability of perception, by which his actions in the environment are reflected. This is shown in statement (482-485) too, because the zoo manager speaks in the conjunctive about an inadequate leadership-style (‘that would hit me’). A style, he obviously is not adhered with. Besides, the fact joining to the squad of other members of staff (181-183), brings out that he doesn’t have doubts about his own abilities, no fear of failure. That means, he perhaps doesn’t invest cognitive capacities into not constructive and less foresight-oriented plotlines in such a measure as this can be with entrepreneurs, having a less self-esteem – as Schütz and Schröder (2005:427) describe. Thus, his positive self-esteem perhaps supports a lower chance of failure.

## **Locus of control**

For the three interview-partners and their statements, only moments can be captured, giving perhaps a situational information about their locus of control. Generalising, judging about the person statements, that can be as less statements as about other presented personality-differences. Thus, here too again can only be made an adjustment about, what the ‘theory’ explains about the theme of locus of control, and how this can be presented in specific situations.

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-31): “Here, it is about my activities in the tour-operating company. I must deal with different fields of activity: a) the organisation of tours, b) the chaperonage of tours. Organising tours, it’s my task, doing all necessary travel bookings. For example, I book the busses, the flights. Then it’s my task, planning the programs, the detailed programs for the tour. There are implemented content-concepts, program ideas. By me, they are brought into a layout printing block. I book all the hotels for our trips. That’s so the booking-aspect. The second aspect in advance, is the planning of tours. Presently for example, I am sitting here planning the complete program for the catalogue 2017. New tour-ideas are created. Tours from the last years, having been successful, are scheduled again. Other tours are taken away for one or two years from the program. Then, I am active here in the financial affairs too, paying all the bills. Every day, if I am here, I look on the bank balance. Then I get the new bills presented, or I get them by email. I pay that, and afterwards I give the bills to the account staff. A further task is the acquisition of persons being travel companions. These are several activity fields, concerning the organisational affairs. Besides, so twelve, thirteen or fourteen times a year, I am active as travel companion, in regular between six and eight days. There, I have the companionship of organised tours, have contacts with the clients, contacts to the leading persons like bus drivers, hotel managers, etc. .

(122): “But it’s this, I shove certain things in front of me”.

(255-262): (Comment: concerning personnel management) “Yes, there I must say, we speak a weaker point about. At moment, it’s calm here, for 3 years, but a lot went wrong there. From my point of view caused by the fact, being not here for 3, up to 4 months a year. And when the cat is out of the house, the mice are dancing on the table; so that concerning the staff, in the last years here has been too little continuity. From it, that suffers. Being the whole day only in the office and not as travel companion on tour, many things would have happened in another way. Because, then I would have had more control”.

(452-457): (Comment: concerning the development of future-perspectives) “But developing such a real outlook ... Well, the first step now, just was reducing into the direction of 30 (travels per year). Then I am just now 61, willing to reduce so peu à peu

a little bit. But: concretely thinking about, actual the power, energy and time is not there really. That means, entrepreneurial foresight for me is difficult concerning the company”.

(625-633): (Comment: concerning a necessary change in the travelling contract with the clients during a trip - lapse of planned transport connections by a natural disaster - volcanic eruption on Iceland - and the with this bonded total failure of flights) For example ... there I called immediately to the agency after speaking with the clients. Changing the contract ... how to do that.... Everybody has undersigned. The contract is another one. Half of the costs are paid by the clients, the other half by us .... bus company has started with a bus. Well, then I must get active. There I am shocked at the beginning, but after Iceland, there doesn't remain so much, I can be shocked by. There, I stay with these things, if there are problems with hotels at the place, with meals .... immediately, I get active. If that are things from outside, there I stay cool and get a professional in the same moment”.

(828-829): “We are all conscientious here, I am conscientious. Conscientiousness, in our branch of trade just is the A and the O”.

#### Comments:

Outlining exactly the tasks (10 – 31), the tour operator must fulfil, he exactly mirrors in which sectors he gets active, which sectors he ‘controls’ under his own responsibility. This conscientiousness points out an internal locus of control: ‘I must take care about this and that, I cannot wait until requirements reach me from outside’. This is expressed in formulations like ‘I make’, ‘I book’, ‘I examine’, etc. . Under the same aspect, statement (625-633) is to be seen, by which the tour operator makes clear his starting of activities by entrepreneurial action; not waiting until solutions are coming from outside to him, then steering him.

The statements (122) and (255-262) are in opposite to this. Both statements show that the tour operator is external steered too. For one thing, by the fact pushing things in front of himself against a better knowledge. For the other thing, by not prevailing - against made notices - against weak personal points in his own office, but by accepting these weak points getting steered external by predominating facts. Here, the internal control conviction is missing, setting a punch line by entrepreneurial interposition and action to eventually appearing drawbacks.

The statements (452-457) and (828-829) show that an internal locus of control for doing and planning things entrepreneurial and anticipatory by being proactive - with entrepreneurial foresight – fails. And thus, the mentioned conscientiousness perhaps is an advanced justification, motivating such an action. Thus, the tour operator is missing the own belief, being able for initiating and moving things under changing conditions. Thus, he fails the definition, Brauckmann et al. (2008:13) give to the term of locus of control.

## Real estate entrepreneur. Interview statement 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(9-22): „Well: My day actually begins with the check-up of emails and post, then arranging the upcoming work into priorities, then making the work or distributing it. In our company it is so, that you can differ into projectable and unscheduled tasks. There is a plan about the scheduled accountings and planned meetings. A plan which is quite similar every year. On top of this, are coming all the things reaching us unplanned like resulting repairs, storm damages, flooding damages, etc. By this, for me it's very important, defining priorities, and deciding who is doing what and when. In frequent team-sessions with the complete team, a frame is constructed, when and by whom the pending planned work must be done, and which deadlines must be met. The unplanned work then will be implanted into the system. Of course, priority have those tasks, depending on the maintenance of deadlines or danger defence”.

(205-206): (Comment: concerning the work-style) “Hmmm, but well, otherwise, yes, being straight is just important. That's I feel always again”.

(223-226): (Comment: concerning difficult work-situations) “In these situations, you must pull yourself together again and again, being not allowed, letting the reins grind. And for this, I question myself and my work always again, trying to get new impulses always too”.

(251-255): (Comment: concerning the self-discipline, doing things) “Hmmm, but often it is so, but with this too here with us it is so, that we the give us the kick by ourselves, and then we say: Well, come on, let's do it now, and we just make it for two, if it's something you can do together, and then, it simply functions”.

(279-283): (Comment: concerning the self-discipline, doing things) “I had it just yesterday, having something which is not complicated at all, and what is made complicated by the owner-community. And then I thought too: With me, no longer. I'm involved in that so much, but I don't want that any longer. But then, I gave a jerk to myself and said to me: That's you've to pass through, just now. And, hmmm, tackling a thing, then it functions at all”.

(420-422): “Well, that's it, because that belongs to our philosophy too, accepting not every work demands, and afterwards we are not able fulfilling the work”.

(527-528): (Comment: concerning things, standing in front of, not knowing how to handle them) “Well, I do ... don't remember about a real blackout. Because that are mostly things, you can just influence, in which way however”.

## Comments:

By the presented interview statements, for the real estate manager a more internal than an external locus of control can be supposed. Similar as presented with the sample of the tour operator, correspondent to her statement (9-12), she has an exactly defined task-

circle, which must be controlled, focused on permanently. It is under her personal - and not from outside forced - control, doing by fulfilment of the listed tasks entrepreneurial activities.

That this fulfilment of tasks is happening 'straight' (205-206), shows that the real estate manager is subordinated to an own, internal duty. This gets visible too by the own conviction of 'always bringing oneself back on the right way' and the own 'scrutinising' (223-226). By this, the insight arises, being able for having an influence on most of the things (statement 251-255 and 279-283) and that oneself is not acting influenced by others but taking the initiative personally and acting on this basis.

Thereby, in case of the real estate entrepreneur, an obviously fine functioning internal – and with this appropriate to business-economic demands – locus of control also includes the ability, realising borders for the own action-capacities (statement 420-422), by which the belief on moving or initiating something by own action, is limitative restricted.

Despite such limitations, for a hint on a more internal locus of control - the real estate entrepreneur has - , the statement remains remarkable, that by doing the day-to-day entrepreneurial actions (in the entrepreneurial functions) , things are influenceable somehow (statement 527-528). And by this, it is not necessary, being leaded by external circumstances.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-13): (Comment: planning the daily routine) "First of all, I start with a cup of coffee. Then are coming the reminders from the secretariat, I have made as follow-up for the current day. They are spoken about in short, as well as about the dates of the day".

(17-19): "And so the strategic important activities ... hmm, there I'm steering myself by a correspondent checklist, containing the essential 'to dos' for the next days".

(114-115): "Well I always try, finding solutions for problems".

(155-156): "In most of the cases, I give the written goals to myself, the business plans, etc.".

(422-425): (Comment: in a controversial situation) " And that, I obturated immediately, by just in the morning .... I must say, that are days, in which I am wearing a protective armour. There I go inside, there I am like the eye in the storm. There is no breath of wind, nothing. There, I am totally focused then, and completely calm too".

(449-452): (Comment: handling threatening situations) " Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation. For example, if we would ... hmm ... go into bankruptcy, or if we would not be no longer solvent. There too ist the question: how to handle that".

(764-769): (Comment: concerning the subordination in a team) “There, I would be a bad ‘second man’. Because I exactly know, which my way is. However, I just have competences as general manager. I just think, bringing myself well inside a routine ... but that is just more difficult, I must say. Because, then you don’t have these freedom degrees any longer. And that’s I would just miss a lot”.

(805-809): “Just now, I exactly know how the zoo must be positioned in maximum 10 years. That means, you have a strategy and a goal: How to reach that? That’s I can’t succeed with on the paper, I can do that only by action. That means, I’ve to structure myself in a way, being able for giving contributions to the strategic components ... because they are in the focus of nobody else”.

#### Comments:

Die Interview-rows (10-13), (17-19) and (155-156) make clear the self-control mechanisms, the zoo manager has. It gets visible that he by himself has the ‘sword of action’ in his hands and that he is not willing, getting his actions dictated from outside. Having this self-control, the zoo manager’s locus of control about his entrepreneurial actions can be found more internal. This too is equivalent with statement (114-115), that the zoo manager always tries finding solutions for problems. And so, obviously he doesn’t wait that such problem solutions are coming to him from outside. This fact gets visible in statement (764-769) too: ‘Because I exactly know what I want to reach’.

It is the interview statement in the rows (422-425) too, showing an internal anchored locus of control, the zoo manager has. Because this statement shows his ability, giving obviously no space for influences from outside in a controversial situation, but focusing himself solely on the by himself built action-conviction, conquering the situation.

The interview statement (449-452) makes clear that the manager doesn’t wait until a situation is arrived by which then a consideration about an action starts. Much more, he thinks about such situations - with entrepreneurial foresight - just in the forefront. And by this, he shows a high internal locus of control. Because: by early thinking about action-alternatives, the zoo manager just creates in the forefront solutions for himself, how to act in a worst-case situation. In this sense, it is understandable too, that - like formulated in statement (805-809) - the zoo manager by his internal locus of control defines the duty of self-structuring, being able to fulfil his tasks.

#### **Self-efficacy**

The comparison with the statement of the interview partners shows the following considerations:

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-31): Here, that are the same interview-rows being named as under 'locus of control'.

(132-136): (Comment: concerning the start of completely new projects) "Blockade, let's say. Because - how to call it - there doesn't exist such an emotional bond. Just now, I've been in the Baltic States several times. Yesterday, I reorganised the Baltic trip in two hours. The first time I planned this subject, I sat on it for weeks, studying catalogues from others, how does the program look like. If something is well known, when I just did that many times, I do that with more pleasure than knowing nothing about the subject. Because then I am just in a morass".

(156-158): (Comment: concerning the start of completely new projects) "Well, I would name that a blockade, a distance-blockade, because there .... If I see that (comment: concerning for me unknown things) ... for example Vienna, the coffeehouse, museum, there is not running an inner film".

(56-57): (Comment: concerning the accumulation of outstanding tasks) "There are problems outstanding, because I have to do the necessary between the trips".

(104-106): (Comment: concerning the cancellation of booked trips by too few participants) "Of course! These calls, hmmm: Hello, have a good day, I am sorry, but your trip will not happen. Are you willing to come with us upcoming there and there? That's I like to push two, three days in front of me"

(260-262): "If I would be the whole day in the office and not on trips as tour operator, many things here would have taken other ways in the last years. Because, then I would have exercised more control".

(363-366): (Comment: concerning the planning of a trip, taken into the program) "That's I do systematically, with system. And if I then organise a trip, I do that with a system. So that I book all the hotels, the guided tours then in the next phase, and the busses"

(441-443): "I'm so much involved into the daily business, tour operating, organisation here, that these forecasting aspects, that they are not done in a form as it should be".

(454-457): "Then, I am just now 61, want to reduce anyway peu à peu a little bit. But: making concrete thoughts about that, the force, energy and time is not available. That stands for: having entrepreneurial foresight, for me is difficult concerning the company".

(1032-1034): (Comment: concerning entrepreneurial planning and foresight) "Foresight means, being not only involved into the daily business, but having perhaps 10% of time for other things. And the time I have for this, is perhaps 3% up to 5%. I have that too, but too little".

#### Comments:

The personal valuation of own success promising action possibilities - correspondent to Jerusalem's (2005:438) statement - for the tour operator is not visible continuous. Discussing the locus of control (10-31), with the described tasks indeed communicate

the impression of a high self-efficacy. Supported is this impression by the here actual statement (363-366). However, against that is standing the statement (454-457), that it's hard for the tour operator, doing entrepreneurial foresight. By this, he speaks about blockades (statement 132-136 and 156 -158 ) hindering his self-efficacy for having an active, target oriented entrepreneurial action. This is mirrored too by the circumstance about his failing ability (260-262), organising tasks in such a way that their working off can function continuous supported by the help of the staff.

That means overall – like formulated at Rammseyer and Weber (2010:100) - that he isn't able getting active in the by him noticed actions, because by his own behaviour, he probably cannot start the wished effects.

The tour operator doesn't show the with a high self-efficacy supposed ability of target tracking and of the research for solutions (Roth and Herft 2010:72). In special the research for solutions seems to be blocked, because just the forecasting aspects (statement 441-443 and 441-443) are having - his own arguments - not enough space.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(71-76): (Comment: concerning the fulfilment of actual tasks). "That runs step by step. Well, for me it's so. I realise that always again. Mostly, I have one fix task to do, where I know, for example an accounting must get ready today. That's I then have there. But mostly, it is so that the morning then is still filled with emails, post, phone. That's the reality, I will come to the fulfilment of the things which must be done until the beginning afternoon – things urgently planned for the day".

(163-164): (Comment: concerning the willpower) "Hmmm, being not always friendly, but simply dictating very straight the way, and – hmm – finding clear words".

(173-176): (Comment: motivating the staff) Hmmm, well, I here try that we do straight our thing. That just now sounds too, too .... perhaps is too hard said ... but bringing that all on a trace, yes. That in every case. But carefully".

(223-226): (Comment: concerning the self-motivation) "In the situations, you must push yourself together again and again, being not allowed to let the reins grind. And for this, myself and my work I request again and again, trying too, getting always new impulses".

(249-251): (Comment: concerning the feeling like being in the pits from time to time) "But that's seldom, as my work enjoys me a lot, and because at every time I have the goal in my eyes, and I simply know I've less stress and less anger handling my things".

(253-255): "Man come on, we'll tackle that now, we'll do it for two, if it is something you can do together. And then, simply it functions".

(267-271): (Comment: concerning problem-solving) "And then, it's it, that in a calm minute at any time, taking this time then, and perhaps in a discussion with another

person too, or perhaps here complete alone, then it's somehow to solve, and will be done. Thus, for longer time, nothing remains undone".

(281-285): (Comment: concerning self-motivation) "I'm so involved with that, I won't do that any longer. And then I gave a jerk to myself and I said: That's you must go through now. But of course, it's not mine, giving willingly complicated things away to others".

(840-843): (Comment: grading tasks correspondent to their urgency) "Well, I know, I just need this information immediately continuing my work, or I can put that aside, leading that to my mind in a calm minute".

#### Comments:

Like a red thread, in the interview statements of the real estate manager the personal evaluation of own success promising action possibilities is visible.

By a structured working-day (71-76), by the definition of structures – for the staff too – (173-176), by an active and courageous handling of duties (253-255), by her ability having awareness with following actions (267-271), by self-motivated acting (223-2226 and 281-285 ), and by the ability assessing the importance of information concerning the right time for acting (840 - 843), the real estate manager signs herself.

Thus, she shows, that in a sense of a high self-efficacy she carries efforts by acting, as well as she by a to her given flexibility concerning the problem-solving orientation and by a herself conscious aspiration level is able, assessing an own performance evaluation.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(59-62): (Comment: concerning the delegation of tasks) "In parts, but in parts I do it by myself. So, in many sectors, for example controlling, that's I do by myself. In the sector of fundraising, I quasi give the directives. But for example .... Yes, no, in most of the cases ... I'm rather self-sustaining because we are very thin structured".

(113-115) (Comment: concerning the self-evaluation in comparison to other entrepreneurs) "Two differences: willing to take risks and being decisive. In parts, extremely patterned. And on the other side: creative. Well, I always try, finding solutions for problems".

(116-118): "I'm fine in, that's developing things by myself. Out of my deepest own personality, just in the sectors of fundraising, sponsoring, marketing".

(176-177): "There are so many target-sectors, there I am so absolutely inside the theme, that's why I'm operating that by myself.

(203-204): "There, for me the dates are running away, that's where you must calibrate a little bit yourself, being a little bit more concentrated there".

(207-211): "But, it's always important, standing for a moment aside oneself, reflecting: So, what's about? What will it be? Worst case. Then, I rapidly imagine worst case scenarios and reflect about them. And when that is somehow under my control, then I have no problems any longer".

(643-649): "Keeping something in memory, I am incredibly bad. So many impulses are coming here, talk-contents too, etc. There, I really have a weak point keeping that all. Because I am extremely willing to make decisions. And then, you must see how to handle the own personality, how to reduce deficits. I do that for example by these resubmissions. Then, I immediately can see if a project is parking on the route, or how the status quo then is there. And then, I give gas with this again".

(810-817): "Either all internal communication you have: in one's had you have the zoo-strategy in a form than nobody else. And immediately you realise where to set focuses, and where perhaps the staff .... I have the targets, I have the strategy, and I must take the people with me. That is my communication, and they must know why we go this way and why we don't walk on another way. And beside that it's necessary too, structuring the people for having personal responsibility".

#### Comments:

The necessity, having a high self-efficacy for the zoo manager is reasoned by little staff resources (59-62). But this alone, doesn't bear his high degree of self-efficacy. Much more it is the fact, he is giving to himself the necessary input requirements, that he tries with creativity, willingness to carry risks and decisiveness, finding solutions for problems (113-115 and 116-118). A crucial hint for a high self-efficacy comes from (59-62): 'I'm rather self-sustaining, because we are very thin structured'. Because that means, the zoo manager namely very exactly knows, that by the own behaviour he can start and induce the wished effects. And by this, he is aware about the centrality of self-efficacy as component of human action (Rammseyer and Weber 2010:100). In the same manner, statement (176-177) can be understood.

Statement (207-211) shows that the zoo manager very reflected works with tasks and problems. Because, by this 'standing aside oneself and reflecting scenarios', he makes the personal evaluation of success promising action possibilities – those, being named by Jerusalem (2005:438) as central components of self-efficacy. Following to this evaluation-system gets visible the trial of the zoo manager, steering his own personality (643-649) by a system of reminders, and giving the process-results of his own self-efficacy to his staff in the form of action directives. By the fact, the staff trusts in doing the right by working with these action directives, the zoo manager then gets an enlargement of his own self-efficacy.

#### **Optimism**

For all the three interview-partners, concerning the emotional- cognitive personality-difference 'optimism', there are no exploitable interview-statements. Perhaps,

Lombardo's (2007:5) hint can help, by which an entanglement between optimism and self-efficacy is done. But concluding from this, that the real estate entrepreneur and the zoo manager perhaps by their high self-efficacy also have a higher level of optimism, seems to be adventurous and belongs to the sector of speculations.

### **A 3.3 Personality-differences in the sector of social behaviour**

#### **Prosocial behaviour**

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(93-97): "If tours fail, that always is negative for the clients. By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start. I often call the clients too. Because many of them I know personally, then trying with angel's tongs to motivate them for booking another trip".

(183-190): "We try the realisation of an aspect of individualisation. We just have these preparation-meetings, we offer parallel to the trips lectures. We have very big successes with our follow-up meetings. Then, Edith H. from our branch office often offers a regional typical snack, because she likes cooking a lot. Then, we are here in the office, first having a look at the photos. Strictly spoken, we are doing a cultural offer, a learning opportunity. Afterwards, that's something like a family, where many people get along, well nattering amongst another".

(197-199): (Comment: concerning the familial orientation with the clients) "I would say: yes. By the intensive personal contact. Many clients know me, I know many of them. Just by this double offer of cultural lectures and trips".

(543-546): (Comment: about the personal point of view of the tour operator as entrepreneur) "Let's say this: I see myself more as a self-employed person, perhaps I am an entrepreneur too, but I am not a capitalist. I'm not concerned about the money, I'm concerned about contents. Bringing interesting things on our trips to other people. In a likable community".

(684-688): (Comment: concerning voluntary engagement for others) "The collaboration with the German-Italian society. There, I play a part with help, for example. Tomorrow, there we have the Summerfest. Tomorrow, I'll help there voluntary for hours. There, I'll do the wine sales. Hmmm..., I just play a part there. Peu à peu, we constructed a very good networking".

##### Comments:

To (93-97): Even if the tour operator is doing an effort by cancelling failing tours just in time and giving so to the clients the chance for booking another tour destination, there remains the question about, if this can mirror a prosocial behavior. Indeed, with his early

information the tour operator supports ‘the well-being of a recipient-person’. Also, in this can be seen an action, supporting the client mental and care-taking (Bierhoff 2005:459). But however, the given information to the client is done based on self-interest, namely the breakup of a tour-contract and the change to another then happening tour.

To (183-190), (197-199): Having this familiar atmosphere with the clients - giving them complete information by cultural lessons before the trip starts, inviting for follow-up meetings – the tour operator makes a customer tie which is more than the usual sales approach which can be found in bigger tour-operating companies. Here, this aspect of tying the customers brings out this care-taking element. In a further citation, the tour operator describes this care-taking element in (227-230) as following: “I would say, let’s take Studiosus (a big tour-operating company). Well, of course, there everything begins at Munich and ends at Munich. But I can’t now really say how other tour operators do that. I believe, I do that very personally too. With the input of the own name and the own personality”. But here too it remains, scrutinising in how far this care-taking element arises from the aspect of social responsibility by acting entrepreneurial, or just even is essentially patterned by thoughts of a long-term customer loyalty.

To (543-546): Bringing the own ,financial expectation of profits’ not into the foreground of his work but struggling for showing to others new things in a likeable community, the tour operator in this regard shows a prosocial behavior.

To (684-688): A prosocial engagement gets visible by the described honorary action and the with this bonded will, doing something nice for others. But here too it is not allowed ignoring the fact that this engagement increases the own degree of popularity. And so, it is less a care-taking element for and around others in the sense of social responsibility by acting entrepreneurial.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(102-105): “But, well, for me it’s always important that there is a good mood all around and a lively exchange. Of course, in a family firm that’s a little bit easier than otherwhere”.

(305-308): “There is an active exchange of views with the staff and with the clients. All together, we try increasing the efficiency, getting even better. For this, we involve all employees”.

(310-311): “And in doing so it’s important for me, that the staff own a good professional qualification and social competences”.

(614-619): (Comment: acting in networks) “And the other network was built during my further education at the chamber of commerce, getting a real estate professional. This network contains real estate professionals. We are active in different areas of real estate

management. And there always is an active exchange of information. Because there everybody is specialised on a certain sector, giving willingly answers on the questions of the others”.

#### Comments:

For the entrepreneur, an active exchange with the staff and the clients is important. Such a ‘familial’ connectivity gives a support, motivating the staff and binding customers. Thus, she conveys the impression, doing ‘something good’ for the staff as well as for the clients, giving them an open ear. In this sense, a prosocial behavior gets visible. By that, it’s important for her that the staff besides a good professional qualification has social competences too (310-311). By this demand the entrepreneur shows the importance, she gives to a mutual prosocial behavior.

By her competence and the will working in networks (614-619), is declared a prosocial behavior by the intention of the entrepreneur, helping others and giving answer to them.

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(166-169): (Comment: concerning the cooperation with the staff) “Yes, you must take them with you, well? The crew. That is very important. And you can only do that, having a good product as the zoo is. Having a good strategy, communicating this and tying the people in”.

(274-278): “By having this Jourfix with the colleagues too … we have more action possibilities inside there … For example, in September just for the colleagues, the management team, that’s a small crew, small group .... in my weekend domicile …” (comment: a creative meeting).

(508-510): (Comment: concerning the employee development) “That’s I let just do the authorised officer, and then I come a little bit later to the meeting. This, on the one hand for supporting the development of a colleague a little bit, she took more and more responsibility”.

(523-526): (Comment: giving help in networks) “But .... I think, I get tapped more often, at all. For example, somehow people looking for a new job, who are looking for a new job out of the network, but actual you can make there relatively little”

(532-533): (Comment: giving help to others) “Yes, then I do that so just a little bit altruistic. Giving help, that’s a thing you are then simply doing so. Yes, that’s it, with me too.”

(581): (Comment: behaviour towards suppliers) ”There I am just mafia. Extremely tough”.

(617-620): (Comment: observing the achievement potential of staffs) “... but one, two people who are good, but who could bring much more.... being straighter, organising themselves better, taking more responsibility. And there, somewhere, you must intervene controlling”.

(814-817): (Comment: communication behaviour with the staff) “That is my communication. And they must know too, why we go this way and why not another one. And then it is also about bringing the people to more own-responsibility”.

#### Comments:

For the zoo manager, a willingly and intentional action supporting the well-being of a recipient (Bierhoff 2009:13) and with this a prosocial behavior gets visible at two points: when he is speaking about occasional altruistic salvages (532-533 combined with 523-526), and when he does an employee-development concerning his proxy, bringing her into a better position (508-510) and giving her by this some benefit. At all, it is to suppose that this very personal employee development does not only intend this care-taking element for and about others as an aspect of social responsibility, acting entrepreneurial (Bierhoff 2005:462). Much more, this aspect of prosocial behavior must be seen in the fact, that in case of an own - however caused - total failure of the zoo manager, he by supporting this employee as one of his proxies creates care-taking for others (all the staff) inside the enterprise zoo, having the guarantee of a certain continuity.

A prosocial action gets visible in the fact too, that the zoo manager develops employees having self-responsibility (814-817). With this, he demonstrates self-trust in his own action competences, being able to succeed with this. This assumption can be underlined by the statements (166-169), (274-278), (617-620).

Concerning his contractors, the zoo manager seemingly has no will doing prosocial actions, as the interview statement (581) shows.

#### **Empathy**

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(181-183): “Everything is much more personal here. I meanwhile know hundreds, nearly thousands of tour guests”.

(197-199): (Comment: concerning the familial orientation of the enterprise) “I would say: yes. By the intensive personal contact. Many clients know me, I know many of them. Just by this double offer of cultural lectures and trips”.

(333-335): (Comment: criticising the staff) “Perhaps, that I give too much trust to the employees there, thinking: they are able to do now. And then, afterwards, it is just not done in the right way ...”.

(726-729): (Comment: how to behave with the clients) “That’s I make efforts about. Because I know that I will not make a good business, showing myself irreconcilable. But that I made bad experiences because I simply was too kind, that’s I can tell a lot about”.

#### Comments:

The personal and familial reference the tour operator makes to his clients (181-183), (197-199), shows his efforts, participating emotional on the experiences of others, capturing their feelings cognitively. And with this, he triggers an emphatic behavior (Friedlmeier and Trommsdorff 1992:138). Thus, he makes an emotional relationship to other economic actors, namely his clients (Fülling 2009:359). These efforts get clear by the trial, being ‘kind’ to others, although this trial in the past brought out a setback by bad experiences (726-729).

Areas of conflict concerning an emphatic behavior to his staff are perhaps readable in interview statement (333-335) because the statement: ’And then, afterwards, it is just not done in the right way ...’ perhaps carries this evidence inside, that a rectified action of all actors inside the enterprise (Seewald 2014:139) is at least not always existent. This impression gets strengthened by the in the past mentioned interview statement (258) ‘And when the cat is out of the house, the mice are dancing on the table ...’.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(202-205): “We are flexible too. I also always say ... I ... you also must for every ... just here it is important, entering every client and every owner a little bit individual, and adapting oneself there a little bit of course”.

(305-308): “There is a lively exchange with the colleagues and the clients. And all together we try increasing the efficiency, getting more better. And by this, all colleagues are involved”.

(743-747): (Comment: concerning the problem, being kind and appreciative) “Yes, that often was such a problem too, I had perhaps ... Yes, I can somehow understand the other person ... but ... Yes, but either all, you must have the target in your eyes, and by this pretend the way. Having too much sympathy always .... That’s good, and empathy too, but ... Yes, being always appreciative, I cannot reach a lot here”.

### Comments:

For the entrepreneur, all three interview-citations, mirror the insight about the necessity, making an emotional relation to other economic actors to achieve a rectified action of involved persons in the economic environment. Thus, there is the ability, registering and understanding the feelings of others, and let flow in the experience of others as possible into the entrepreneurial action. By this, with entrepreneur's statement from citation (743-747) is interesting, being careful by 'controlling' empathic reactions, by losing with such reactions not the sight on the own goals.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(66-75): "Yes, there are three important Jourfixes. One Jourfix, that is now always on Thursday. That is our team meeting. There is talked about the singular smaller projects, but also bigger projects. That is weekly. Then, I have a further weekly Jourfix, on Thursday in the afternoon too. There is spoken about the different actions we are working with, together with architects, zoo director and zoo inspector. Construction projects. And then, there is on Monday at morning the Jourfix with the management team. There, i.a., is spoken about service aspects of the last weekend. But about all important points of each team member too. Thus, there, each person has the word".

(181-183): (Comment: how to see the own position inside the enterprise zoo). "Colleague ... I'm wondering that ... Some people write, the boss said ... I'm irritated myself ... Above all, my leadership-style is a totally other one".

(254-256): (Comment: dealing with employees) "But I'm just an impulsive type too. All in all, too, hmm ... if there, hmm..... things there are running not so well, I then can get a little bit bubbly more".

(549-551): "And for example, there are now any wishes of the staff - as sensible they can be -, or any supplies - as sensible they can be - that must be requested very critical always".

(585-586): (Comment: concessions to suppliers) "No, zero. Zero point zero. Kind, yes. Communicative and so, no question. But in the subject, not at all".

(612-617): "Where you must take care: You have different profiles of employees. There are colleagues ... important is the capability or the will. Who is not able but willing ... then, that is the wrong employee for the job. But who is able, but doesn't want, that's a sheet too. There are... but that is said now a little bit undifferentiated: There is here in our crew the one or the other .... Only a few, but one, two people, being good. But being able to be much better more in their job".

(774-778): (Comment: about the own assessment in the enterprise zoo) "Yes, in fact, exactly. I feel myself as a team-player more, but of course I just have the general management here and I exactly know where to go with the zoo here. And there, in the

zoo here too, there I allow nothing getting scorched. And for me, I could not imagine ... there I would be a very bad second man. Or a very bad first man, having there a second leading man too".

#### Comments:

There, by the report about the Jour fixes (66-75) indeed is betoken that the zoo manager participates on the experiences of his discussion partners. And that by the from the discussions resulting information-recording, the cognitive component of empathy is touched. However, by this cannot got a statement in how far by these discussions the zoo manager witnesses the feelings of other people by having a realisation process. Feelings, which must not be the own ones, as Steins (2005:467) describes this for the cognitive component of empathy.

Because the zoo manager doesn't feel himself as boss but as a colleague in a team (181-183 and 774-778), perhaps can be concluded that on the level from 'colleague' to 'colleague' he eventually is able, getting entrance into the emotional status of his partner, concerning the moment as well as the future. However, this supposition gets beclouded by statements about his dealing with employees (254-256): 'If things there are running not so well, I then can get a little bit bubbly more'. By this 'a little bit bubbly more', the zoo manager shows having a degree of conscious awareness about own emotional reactions, which Steins (2005:469) is seeing as a variation-parameter about the ability and the readiness for having empathy.

Statement (612-617) shows that the zoo manager listens to other persons (staff) with concentration. However, this cognitive prehension of the other person (employee) doesn't happen in an understanding manor but in a judging one, by which then perhaps not so high empathic own emotional reactions are triggered. Perhaps, the form of 'negative-judgement' eventually is not suitable, recording and understanding the feelings of others in a cognitive way.

By the statement about the behavior towards suppliers (585-586) can be supposed, that the zoo manager by acting with the suppliers tries - in the interest of the zoo and by doing the entrepreneurial functions -, giving very consciously no space to empathic impulses. This also gets visible concerning the (legitimate) wishes of the staff (549-551), for which on the one side with the cognitive recording an impulse of empathic understanding is present. But then, however, on the other side such an emphatic understanding by a critical scrutinising of the wishes under regard of the enterprise-targets (for example minimising the costs) will be suppressed.

#### **Aggressivity**

The analysis of the three interviews allows the following supervision concerning the aggressivity:

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(575-583): (Comment: concerning a with anger filled situation) “Yes of course, there I had different problems ... a business partner. Let's talk about Mrs. T. What I did? I went to a corporate consultant. I just would try, getting clear about the situation, making research by the internet. Then, I reflect, what's about? Can I handle that by myself? No? Then I go to an advocate. I would then try to get professional help, getting advises. And then solve the problem systematically. That's I would do”.

(634-635): I am shocked and at first, emotional upset if somebody in such a way is disappointing me or cheats me, or sells me for stupid, or behaves badly”.

(652-654): “I am rather shocked by disappointments. If there appears anger with other people. If they cheat me. If they deceive me ...”

(726-729): (Comment: concerning the theme ‘being kind’) “That's I'm struggling about. Because I know, I make no good business, by giving irreconcilable myself. But that I made bad experiences because I was too kind, that's I can report a lot about”.

(791): (Comment: exerting pressure on the staff). “That's (*pressure*) actually, I should do, but I do not do that too much. Because I do not feel like doing that”.

### Comments:

The interview with the tour operator doesn't show an aggressive behaviour as Krahé (2005:476) describes this; there gets no wilful behavior visible with the goal, damaging another person. But however, tendencies for excitability and pondering get visible (634-635, 652-654), starting the situation about ‘being shocked’, but without a direct aggressive behavior as result. But however, the tour operator doesn't speak about, that in anger situations aggressive capabilities are coming up, influencing his entrepreneurial action.

Statement (726-729) points out the ability of the tour operator, having aggressive behavior under control; because otherwise, he would not do good businesses. The lower aggression-bias can also be argued by the fact that the tour operator likes getting professional help (575-583) in aggression relevant cases, thus being deescalating for himself.

An argument about a perhaps too low potential of aggression for tour operator's entrepreneurial action, may be the fact that he perhaps should give more ‘pressure’ to his staff. That's he does not in the reality. This promotes facts like the preceding mentioned interview statement (258-260): ‘And when the cat is out of the house, the mice are dancing on the table; so that concerning the staff, in the last years here has been too little continuity’. However, the second part of this citation gives an information about a certain potential of aggression the tour operator had, because he fired employees and speaks about a less staff continuity.

### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(60-61): (comment: about cooperation in the office) “Grumbling comes from time to time, but that all is doing here on the short service, without grumbling friendly and cooperative”.

(161-164): (comment: about ‘being kind’) “I just had to learn, and that’s I learnt from other entrepreneurs perhaps too, and from my father a lot too .... Hmm ... that you must not be likable always, but that you simply very straight dictate the way and ... hmm ...well, must find clear words too”.

(689-695): “I realise again and again that being nice does not have so much to do with entrepreneurial action. I often realise that there are situations in which you must put the good education into the background, enforcing entrepreneurial targets. Hmm ... having target-achievement, for me it’s often useful, to make the requirement about what to do. And explicit words often bring out better entrepreneurial results”.

#### Comments:

Statement (60-61) may be an indication that a friendly and partnership-based collaboration points out a lower potential of aggression for the real estate manager. Because otherwise, such a collaboration would not be done so problem-free. Concerning her (possibly more less patterned) aggression-behavior, the statements (161-164) and (689-695) show the by Rauch and Frese (2001:4554 f.) mentioned aspect, that in her entrepreneurial orientation the real estate entrepreneur has learnt, bringing out a competitive aggressivity. But by the fact however, she had to learn this at first for working with this aggressivity conscientiously, there may be a further indication that the real estate entrepreneur in her personality-structure perhaps is equipped with a lower potential of aggression.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(254-258): “But I am just an impulsive guy too. Thoroughly too, hmm, if there sometimes, hmm, things are running not so well. A guy, who can get somehow sultry too. But that has got better in the last year. But I am impulsive at all. I just want to reach things, want enforce and implement things”.

(417-424): (comment: about a public-relevant, aggression provoking situation) “Well, there we dealt about a lot. And then, the question arose: Well, how to handle that? And then at first, I brought away this publicity-relevance, by ... But so long as that is not in the media, you can make the theme still wise. Then you don’t lose your face and your

management-force too. And then, I immediately drained that off, by in the morning at first ... that's I must say, that are days when I am wearing a 'protective armour plate' ".

#### Comments:

With statement (254-258) the zoo manager shows, having an excitability-level which can bear for him an impulsive action; and that with this, he reacts on these the excitability stimulating effects. This with the supposed result, having a - preceding discussed - competitive aggressivity.

But statement (417-424) shows that by this fact a higher measure of aggressive behavior cannot be argued. In an effectively aggression-bearing situation, he is rather bothering, acting deescalating: 'But so long as that is not in the media, you can make the theme still wise'. The zoo manager makes efforts, regulating his behavior by a 'protective armour plate', so that the aggressivity stimulating effect doesn't bring out an excitability-level, leading to an aggressive behavior.

#### **Self-presentation**

##### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-31): (comment: it's about the manifold cited duties of the tour operator) "Organisation and companionship of trips, doing the bookings, development of detailed programs, creation of trip-ideas, acquisition of chaperons, controlling the financial affairs of the company, etc."

(200): "Probably, I engage myself very intensive, very individual".

(562-565): "For me and my business partner, the preservation of the company is quite good. This by coming out with stalemates in the balance sheet for 10, 15 years in this shark tank of so many competitors. That's I think, nowadays is just a merit".

(1010-1013): (comment: the view on himself as entrepreneur) "But we do something by our work, by things, by activities. Being the 'head' there, and willing to be that, that's I find good. But bringing oneself as person into the focus, without having results, that's I feel very embarrassing".

#### Comments:

By showing very broad his manifold activities, the tour operator creates a publicly picture about himself, making a self-presentation by which the diversity of actions underlines his importance. Thus, the impression of 'indispensability' gets awaked. In so far, he does a self-presentation which is broader than the implicitness of his

entrepreneurial actions in the entrepreneurial functions, serving so to the by Daig (2003:42) discussed upgrading of identity and enhancement of the self-esteem.

However, by the multiplicity of his listed tasks he shows too, that he is aware about the sectors in which he must control and regulate by from outside got hints his entrepreneurial behavior. Perhaps by the statement (200) 'engaging himself very hard and very individual', such a high tendency of self-surveillance gets visible. However, this statement says nothing about the quality of the hard and individual engagement.

With statement (1010-1013), the tour operator shows additional a very convincing picture of his self-presentation. Because he presents himself as a person, 'doing something by work, by things, by activities'. And he evaluates these actions, his own entrepreneurial actions, indirectly as absolute positive (increasing the self-esteem by this), because he feels managers which have no results as embarrassing.

In how far this convincing picture of self-presentation perhaps is besmirched - and perhaps shows a not so high tendency of self-surveillance, gets visible in statement (562-565). 'That's I think, nowadays is just a merit'. By this hint the tour operator shows that his self-presentation at least is patterned too by the fact, how he is seeing himself, and not how he is seen from outside. Because: stalemates in the balance sheet concerning the business results over years, from an outstanding observer of course will not be felt as a success.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(9-11): "Well: my day actual begins with checking up emails and post and the sorting, distribution and attention handling of upcoming work by priorities".

(347-349): ".... I had this continuing education as real estate business administrator, and with this there arose totally new horizons. Things, I dare now ..."

(438-441): "We must take care too, staying on the carpet, and seeing when ... what it is ... if the real estate market will change. At present, there are already many sales, and such things, well? And that's ..."

#### Comments:

Similar as the tour operator, the real estate entrepreneur refers to her daily work. However, this happens here without the at the tour operator noticed tendency of self-presentation by a manifold of necessary tasks, but simply by the upcoming work - graded by priorities – which must be done and distributed. By this more pragmatical statement can be suggested that this matter of course how the entrepreneur does her entrepreneurial action doesn't contain tendencies of self-presentation. In this point, the entrepreneur probably doesn't need an upgrading of her identity for increasing the self-esteem.

With the continuing education as real estate business administrator and the hereby bonded abilities (347-349), the entrepreneur shows an impression of identity-upgrading, being an element of her self-presentation tendency.

Either all economic success and a good entrepreneurial reputation in the society and a hereby bonded and from outside coming high self-esteem, the entrepreneur is able with a high tendency of self-surveillance, controlling and regulating her own behavior. This for example comes out in the statement and the constant efforts, staying 'on the carpet' (438-441).

#### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

(10-13): "First of all, I start with a cup of coffee. Then, there are coming the resubmissions from the secretariat, I made for the current day. The resubmissions are spoken about in short, as well as the dates for the day, And, hmm, then the day-to-day business just begins.

(89-92): (comment: about open tasks) "As sample: I work with this matrix: important, not important, important, urgent, not urgent. Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you through it away".

(181-183): (comment: about the own position in the company) "Colleague ... I'm wondering that ... Some people write, the boss said ... I'm irritated myself ... Above all, my leadership-style is a totally other one".

#### Comments:

Similar with the real estate entrepreneur, the zoo manager doesn't need the listing of activities he is involved in, making by this a self-presentation. He too is more patterned by the matter of course, being leaded by very normal day-to-day business and the with this bonded entrepreneurial action (10-13).

Feeling himself as colleague and not as boss in the enterprise zoo (181-183), points out that he doesn't tend also otherwise to a strong self-surveillance. Because otherwise, he would not bring his entrepreneurial action under the roof of the in (89-92) shown functioning: He undergoes himself to an expressive control, making his entrepreneurial behavior perhaps more sensitive for situational changes of performance requirements (Gangestad and Snyder 2000:531), as introductory to the theme self-presentation mentioned.

## Social support

In the with him done interview, the tour operator shows having the ability for seeking and accepting social support. This supposition comes from his statement (681-685): "Yes, that's clear, without networks it doesn't run. But the network of our enterprise is ok. Concerning the newspaper advertisement in our catalogue, you can see that. We are very friendly with the community colleges in our region; we made an invest into a second branch. The cooperation with the German-Italian society. Indeed, such a social support of network partners is absolute necessary, because our company gets from such networks a big part of its clients".

The real estate entrepreneur too is able, giving social support specially in network activities; but also accepting social support by herself. The interview statement (604-608) says: "That is a network in my community here. With the theme 'living with future'. There it is so, that architects, bank managers, building companies, the community, the rural district, and we too change our experiences about the housing market in general, and barrier-free living in special. There, I bring in the experiences we daily have in our business. Hmmm, there its often about the housing market, the actual rental prices, the demand on flats, etc. Hmmm, as a benefit from this, I attend that the community can do something, so that the needs in the future can be fulfilled even better. Besides, the arising of new action-possibilities can be by cooperation with different occupational groups".

In the context with social support, the zoo manager speaks about networks from which support can be got, but in which support can be given too. Concerning networking, he characterises himself as following (495-498): "Well, at first, networking is a difficult task. From my type, I am rather less a networker. More a type, being familiar and reclusive. More a little bit introverted, I don't want to say ... but in the job, there I am another type. Completely different as I am in private". And this 'completely different' is characterised by the fact that the zoo manager by acting entrepreneurial, very well is able, accepting even in an extreme dimension help from social networks, experiencing help by this (500-503): "... the network of course also is the supporting circle with 250 entrepreneurs, I constructed. Then the work with multiplicators, the contact to the press, to the city council and administration, to the politics. This, for the zoo is extremely important, and these networks in parts are promoted too". At all is to say that the zoo manager includes social support as receptor into his entrepreneurial action but is seeing himself less in the situation of a social supporter. He formulates what he does in this direction (518-523): "Rather little. Well, I can ... But here is the speciality that here is a network, by which a non-profit- partner quasi ... and that are at all no personal networks, but that are networks I build for the zoo. As a non-profit-partner, you can't give in there so much, except these classical activities we make possible for partners in client- and colleagues-binding-activities". For the zoo manager, who seems probably having a high internal locus of control - correspondent to the preceding made presentations and considerations about the personality characteristic 'locus of control (internal versus external)' – Klauer's (2005:249) preceding cited assumption seems

being confirmed; that persons with a high internal locus of control accept and use social support with appreciation.

#### A.4 Entrepreneurial statements in the light of the psychological personality-trait ‘Big Five’

Neuroticism

<b>Neuroticism</b>		
<b>emotional stability</b>		<b>emotional lability</b>
stable, calm, unhurried, happy, superior, effective, bold, low emotionality	versus	curious, anxiously, nervous, capricious, worried, sensitive, raspy, fearful, self-pity, unstable, disheartened, pusillanimous
<b>assumed for entrepreneurial action: high emotional stability</b>		

Table 4: neuroticism: emotional stable versus emotional labile

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

##### **emotional stable**

###### **stable:**

No exploitable statements found.

###### **calm:**

(604-610): (Comment: about the handling of difficult, unexpected tour situations). “Yes, there I try handling that professional. We just now had a trip to northern Italy. There was a bus breakdown. The guests had to wait for five hours. Then, I was called. I called to the bus driver, the traveling companion and said: at first, the guests must have something to eat. Everybody has a budget of 10 € for eating and beverages, so that they are happy”.

###### **easy-going**

(181-183): “Everything is much more personal here. I meanwhile know hundreds, nearly thousands of tour guests. We try realising such an aspect of individualisation”.

(604-610): Like under ‘calm’

(909-920): Well, I do it like this ... I have an absolute orderliness in my computer. Besides that, I work with the principle ‘jumble of bits of paper’. Seeing something, a new idea, I tear that out. I look at that in a calm minute. So, I create a fund. If something interesting storms me, I write that for myself on a chit of paper, trips anyway. Then for the first moment, I’ve included that. And then, about all two weeks, I systematically look at my complete filing, better one time a week. Then, this goes out of the stack of paper, that not ... So, that I have a notice at first, and then it reaches me, and then I work with

it target oriented. But, if something is interesting for me, I don't bring it into the computer, but with a notice on a chit of paper. I always have so many notices, I visualise systematically. And then, I bring the chits into position for the day: That's what I make today, that's what I will do tomorrow, and then, I work that out".

content:

(238-239): "Many clients surely say 'Klaus (forename) Reiseveranstalter (tour operator), that is our travel company, but the other chaperons are accepted too".

superior:

No exploitable statements found.

effective:

(93-97): "By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start. I often call the clients too, because many of them I know personally, then trying with angel's tongs to motivate them for booking another trip".

(213-215): "If another chaperon of our company accompanies the guests, I'm organising that perfect too, because I always think: if necessary, I could step in for another chaperon, should step in".

(312-314): "And now, I developed a very, very good contact to Lufthansa City Center. There, I call and say: 01.08. till 15.8. flight xyz. They automatically look for the best flight times". (comment. In combination with 318-319): "That means, by improvement of contacts, there a lot has got easy more".

keen:

No exploitable statements found.

low emotionality:

No exploitable statements found.

**emotional labile**

curious:

(84): (Comment: about difficult situations) "Nervousness, being nerved, being stressed, feeling overburden, that's clear of course".

(379-380): "The pressure actually is there every day continuously. As soon as I look on the bank statements ... I always have pressure".

anxiously:

(285-288): "The anxious is there, exactly. The anxious is there, I must do all that by myself. The anxious is there and will be ... Yes, but anxious is not so extremely present, I got used to it. If that is going on over years like this, you don't know that anymore".

(379-380): "The pressure actually is there every day continuously. As soon as I look on the bank statements ... I always have pressure".

nervous:

(132-133): (Comment: concerning the start of completely new projects) "Well, blockade let's say; blockade, because there also ... how to name that ... there doesn't exist an emotional obligation". And: (157-158): Blockade I would name that, ... when I see Vienna, the café there, the museum ..... a distance-blockade because there ... doesn't run an inner film".

(587-588): (Comment: if something drastic happens) “Probably, I am shocked at first, nerved and think: help! A problem again”.

capricious:

No exploitable statements found.

worried:

(143-144): “That means that nosiness for new things on the one hand is accompanied by a certain malaise on the other hand”.

sensitive:

(117-120): (Comment: concerning the coming to terms with displeasing news) “That’s I admit, I do that, and then I wait on a moment, in which I am in a good mood - in which other things are running well, perhaps three or four tour-declarations came in, or something else good happened – and then I take a deep breath and call to them”.

(634-636): “I am shocked and at first emotional upset if somebody in such a way is disappointing me or cheats me, or sells me for stupid, or behaves badly. If there is coming a human component into the play ...”

(651-654): „I am in effect not so shocked by things like bad hotels. There, I can see what to do. I am shocked rather by disappointments. Having anger with other people. In case they cheat me and if they hoodwink me ...”

raspy:

(84): (Comment: about difficult situations) “Nervousness, being nerved, being stressed, feeling overburden, that’s clear of course”.

(575-578): (Comment: about acting with moot business-partners) “Yes, of course there I had different problems ... A business-partner. Let’s take that with Mrs. T.... What have I done? I involved a corporate consultant. Then I would just try, making the situation clear for myself, researching in the internet”.

(634-635): *Like preceding under ‘sensitive’*

fearful:

No exploitable statements found.

being self-pity:

(41-42): “Unfortunately, many things remain. Without stress, I would be able to do these organisational things in the year”.

(56-57): “Problems remain, because I just must do all necessary between the trips”.

(260-262): “Being the whole day only in the office and not as travel companion on tour, many things would have happened in another way”.

(286-287): “The anxious ist there, I must do all that by myself. The anxious is there and will be ... Yes, but anxious is not so extremely present, I got used to it”.

instable:

(117-120): (Comment: concerning the coming to terms with displeasing news) “That’s I admit, I do that, and then I wait on a moment, in which I am in a good mood - in which other things are running well, perhaps three or four tour-declarations came in, or something else good happened – and then I take a deep breath and call to them”.

(330-331): (Comment: bad habits in the work-habits) “Yes, bad habits ... perhaps things I should better immediately do but push in front of me”.

(466-467): (Comment: question about starting and following new ideas): “The wish is yet there, but the power and the time, analysing that really, that is absolutely not there. That is failing”.

(791): (Comment: about a certain pressure on the staff) “That’s I should do actually, but I do that not enough. Because I have no desire for that”.

discouraged:

(268-269): (Comment: delegating tasks to the staff): “That’s I would like a lot. That remains all internal here, I would really like to do. I delegate as much as possible. I quickly reach my limits“.

disheartened:

(56-57): “Problems remain, because I just must do all necessary between the trips”.

(268-269): *Like preceding under ‘discouraged’*

(466-467): “The wish is just there. But the force and the time for analysing that in the right way is absolutely not there. That’s a lac.

(466-467): “From my side, there is a certain resignation. That doesn’t bring something at all”.

### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**emotional stabile**

stabile:

(9-12): „Well, my day actual begins with checking emails and post and sorting the upcoming work with its priorities, then doing the work or distributing it. In our company, it is so that you can differentiate between tasks being able to schedule and the unscheduled tasks”.

(51): (Comment: if there is a real problem on the desk) “Hmm, then hmm, then we have to gather us in short, that’s often so”.

(152-154): „Well, if there is something I can’t fulfil, then from the very first moment I don’t promise that. Then I say: I can do that in the next week, and then it happens definitively”.

(185-186): (Comment: concerning the acceptance of irksome, not or rarely acceptable facts) “Yes, but then it is so. That are facts you mustn’t burden yourself with, I think”.

(438-441): (Comment: about the own business policy) “We must take care too, staying on the carpet, and seeing when … what it is … if the real estate market will change. At present, there are already many sales, and such things, well? And that’s …”

(790-795): “Well, two years ago, I just would have been exploded. But meanwhile, there I am more relaxed because I simply know that such problems can happen. I often really say to myself: you are not upset. By that, then the theme is done. Well, that person then is … not immediately … but if that happens two or three times, I am not longer upset, and then the theme is done for me. And then will come another craftsman (comment: craftsman as supplier).

calm:

Not exploitable indication, same arguments as under ‘stabile’.

### easy-going

(9-12): Like preceding under ‘stabile’

(185-186): (Comment: concerning the acceptance of irksome, not or rarely acceptable facts) “Yes, but then it is so. That are facts you mustn’t burden yourself with, I think”.

(534-538): (Comment: concerning a total failure of data processing) “If now really everything would be away ... of course we have thousand data protections ... but if now everything would be lost ... hmm ... I at first think I would bring all involved together inclusive the computer specialist, and, and, and ... all together we would reflect: What to do now”?

### content:

(222-223): (Comment: being aware about ‘bad habitudes’) “... and a further bad habitude – perhaps grounded in the human nature - is this leaning back if everything runs well”.

### superior:

(16-19): (Comment: about leadership) “By this, for me it’s very important, defining priorities, and deciding who is doing what and when. In frequent team-sessions with the complete team, a frame is constructed, when and by whom the pending planned work must be done, and which deadlines must be met”.

(53-55): “We must comply with legal deadlines too, concerning the payoffs or invitations to owners’ meetings, and everything else. Well, that must be again new planned, rapid and easy”.

(71-76): (Comment: concerning the fulfilment of actual tasks). “That runs step by step. Well, for me it’s so. I realise that always again. Mostly, I have one fix task to do, where I for example know, an accounting must get ready today. That’s I then have there. But mostly it is so that the morning then is still filled with emails, post, phone. By this, in real, I will come to the fulfilment of the things which must be done, in the beginning afternoon – things urgently planned for the day”.

(152-154): „Well, if there is something I can’t fulfil, then from the very first moment I don’t promise that. Then I say: I can do that in the next week, and then it happens definitively”.

(249-251): (Comment: about the work sequence) “... as my work brings a lot of fun for me. And because I always have the goal in my view, simply knowing that I have less stress and anger when I do my things”.

(281-283): (Comment: about unloved tasks) And then I thought too: With me, no longer. I’m involved in that so much, but I don’t want that any longer. But then, I gave a jerk to myself and said to me: That’s you’ve to pass through, just now. And, hmm, tackling a thing, then it functions at all”.

(540-546): (Comment: about acting with problems) “Well, often it is so by standing in front of such a problem, that really perhaps in the first moment you don’t know what to do. But speaking about helps at least – looking somehow about the possibilities which can be there. And then, you just have making the decision for that possibility which is felt as right and goal oriented”.

(703-705): “Well, in owner-meetings, I often just feel the importance of proceeding straight, that you .... Because otherwise, that can get out of your hand ...”

(790-793): “Hmm, Hmm, well, two years ago, I just would have been exploded. But meanwhile, there I am more relaxed because I simply know that such problems can happen. I often really say to myself: you are not upset. By that, then the theme is done”. **effective:**

(9-12): Like preceding under ‘stable’ and ‘easy-going’

(16-19): Like preceding under ‘superior’

(30-32): (Comment: about doing the daily routine) “Exactly. Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that’s, I distribute to all the employees”.

(51-55): “Things with a deadline must go out. That is not in the debate. Statutory deadlines must be held with the accountings or the invitations for owner-assemblies. And everything else, yes, then must be planned new, short and speedy”.

(284-285): (Comment: about doing complicated or unloved tasks) “But, of course I have, well, I am not so, giving away complicated things. That’s I better like doing by myself”.

(305-307): „Well, all work sequences are here regularly checked. There is an intensive exchange with the staff and the clients. And together we try, boosting the efficiency, getting thus better more.”

(385-387): (Comment: about steering and having control about business flow) “Well, there we are closely together with our tax accountant, thus having just a look on the economic analyses and these things. For us, that are numbers - clearly black on white”.

(764-768): „Meeting deadlines and commitments, we installed a system of control. On the one hand, we have reminders by the computer. On the other hand, there are diverse 43 lists done, so that everybody at every time can have a look which tasks must be done and when they must be done”.

(773-775): (Comment: about timely cooperation with subcontractors) “Yes, they then get fixed deadlines until when they should have to react. And if that doesn’t function, the cooperation doesn’t function too”.

**keen:**

(163-164): (Comment about handling suppliers, employees and clients) “Hmmm, being not always friendly, but simply dictating the very straight the way, and – hmm – finding clear words”.

**low emotionality**

(185-186): (Comment: about bringing onerous things to the own person) “Yes, but then it is so. That are such things, you mustn’t burden yourself with, as I feel”.

(509-510): “If the problem comes from outside of the enterprise, I feel that I can work with this very rational, finding quickly solutions”.

**emotional labile**

**curious:**

No exploitable statements found.

**anxiously:**

No exploitable statements found.

**nervous:**

No exploitable statements found.

capricious:

No exploitable statements found.

worried:

No exploitable statements found.

sensitive:

No exploitable statements found

raspy:

(507-509): “Noticing, that a mistake inside the own enterprise has brought out the problem, then first that can trigger rage and depression”.

fearful:

No exploitable statements found.

being self-pity:

No exploitable statements found.

instable:

No exploitable statements found.

discouraged:

No exploitable statements found.

disheartened:

No exploitable statements found.

Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**emotional stable**

stable:

(10-19): “First of all, I start with a cup of coffee. Then are coming the reminders from the secretariat, I have made as follow-up for the current day. They are spoken about in short, as well as about the dates of the day. And, hmm, then the daily work just starts. Whereat the regulation by reminders is a short-term steering. Well, there again and again things appear, smaller projects which are not yet done. Or where you are waiting on a feed-back. Classical reminders. That is the short-term aspect. And so the strategic important activities ... hmm, there I regulate myself by an appropriate check-list which contains the essential to dos of the next days”.

(24-27): (Comment: planning tasks foresighted) “Yes, important things, that is ... that is clearly known, hmm, that is even permanently known. Every year I start at the end of the year, defining the 142 core points for the next business-year. That, then are the fundamental success-indicators for the year, coming into these core points”.

(87-89): (Comment: about the rating about upcoming tasks for the work-flow) “But, I am .... hmm ... well prepared by the fact, being able quite well for a differentiation between short-term, middle-term and long-term on the one side, but also between importance”.

(207-211): ”But it’s always important, standing for a moment aside oneself, reflecting: So, what’s about? What will it be? Worst case. Then, I rapidly imagine worst case

scenarios and reflect about them. And when that is somehow under my control, then I have no problems any longer”.

calm:

(39-40): (Comment: about work-practice) “In parts, for elaborating the reports about the financial status and other important things, I use home-office too. Twice a month, three times in a month, doing a complete working-day at home, then in parts also at my weekend-house”.

(89-92): (Comment: about work-practice) “As sample: I work with this matrix: important, not important, important, urgent, not urgent. Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you push it away”.

(422-427): (Comment: reaction on a real grave problem) “And that, I obturated immediately, by just in the morning .... I must say, that are days, in which I am wearing a protective armour. There I go inside, there I am like the eye in the storm. There is no breath of wind, nothing. There, I am totally focused then, and completely calm too”. Then I even enjoy it. I caught myself enjoying, working against this”

easy-going

(39-40): *Like preceding under ‘calm’*

(80-92): *Like preceding under ‘calm’*

(207-208): ”But, it’s always important, standing for a moment aside oneself, reflecting: So, what’s about? What will it be”?

content:

(342-343): “We have smaller budgets than the very big zoos have. But we nearly have the same potential of visitors. That means that we made not everything wrong”.

(344-349): „Till now, we always created adventure worlds, or we optimised weak compounds – concerning the product zoo. And now we are on the way, getting a real red line inside this product by making somehow a trip-guidance for the visitors as orchestration – so that by this in the right way as a very important unique feature this woody and hilly topography we have, then gets an increased value”.

superior:

(24-27): *Like preceding under ‘stabile’*

(59-62): (Comment: concerning the delegation of tasks) “In parts, but in parts I do it by myself. So, in many sectors, for example controlling, that’s I do by myself. In the sector of fundraising, I quasi give the directives. But for example .... Yes, no, in most of the cases ... I’m rather self-sustaining because we are very thin structured”.

(114-115): “Well, I always try finding solutions for problems”.

(144-147): “You must be calculable in your leading style. That’s very important. I experienced, a person being not calculable, can lead authoritarian one time, having a laissez-faire leading style another time, but will have problems everywhere. Because there is nothing ... no clear handwriting”.

(192-194): (Comment: about staff-handling) “They well realise that the sound here functions a little bit in another way than in other companies, because the operative business for the CEO is important too”.

(207-211): "But, it's always important, standing for a moment aside oneself, reflecting: So, what's about? What will it be? Worst case. Then, I rapidly imagine worst case scenarios and reflect about them. And when that is somehow under my control, then I have no problems any longer".

(353-358): (Comment: about intuition) "Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing. It is just so, that I am inspired often: That can be a meaningful thing, let's do it".

(449-450): "Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation".

(508-512): (Comment: concerning the employee development) "That's I let just do the authorised officer, and then I come a little bit later to the meeting. This, on the one hand for supporting the development of a colleague a little bit, she took more and more responsibility. On the other hand, glistening not completely by absence, ok? In former times that has been much more important for me as it is today, because all lines are stable structured"

effective:

(10-19): *Like preceding under 'stable'*

(24-27): *Like preceding under 'stable' and 'superior'*

(59-62): (Comment: concerning the delegation of tasks) "In parts, but in parts I do it by myself. So, in many sectors, for example controlling, that's I do by myself. In the sector of fundraising, I quasi give the directives. But for example .... Yes, no, in most of the cases ... I'm rather self-sustaining because we are very thin structured".

(66-74): "Yes, there are three important Jourfixes. One Jourfix, that is now always on Thursday. That is our team-meeting. There is talked about the singular smaller projects, but also bigger projects. That is weekly. Then, I have a further weekly Jourfix, on Thursday in the afternoon too. There is spoken about the different actions we are working with, together with architects, zoo director and zoo inspector. Construction projects. And then, there is in Monday at morning the Jourfix with the management team. There, i.a., is spoken about service aspects of the last weekend".

(80-81): "Exactly. A further Jourfix is on Fridays with the chairman of the supervisory board. There again is spoken about the running business".

(90-92): "Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you through it away".

(176-177): "There are so many target-sectors, there I am so absolutely inside the theme, that's why I'm operating that by myself".

(242-246): (Comment: about planning) "There, the priorities of the passed year .... Then, the new priorities are fixed. Then in parts, I give to myself new goals. And then, in the year are done the budgets for the next year. Well, that really is a complex process. And with this, you steer yourself too a little bit the whole year along".

(274-276): "We have a good planning, a good strategy. That is well accepted. By this Jourfix with the staff too ....we have more activity-possibilities too...".

(681-687): (Comment: about getting information) "... there I have a look on what the zoo Leipzig did, building a new area for the lions. How did that look like, how to adopt perhaps something from there. I get information by the Internet. That is a wonderful thing. You are able, realising elder things immediately, evaluating that and reflecting. Hmm, perhaps that you adopt things, developing them further on, or ... Well, that's just always mine. There I also have a look on the social networks. That's I let evaluate for the zoo".

keen:

(113-115): (Comment: concerning the self-evaluation in comparison to other entrepreneurs) "Two differences: willing to take risks and decisive. In parts, extremely patterned. And on the other side: creative. Well, I always for problems try finding solutions".

(132): (Comment: about having the ability, doing things straight on) "Yes, in situations too, in which other people get 'cold feet'".

(353-356): (Comment: about decisiveness) "Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness".

(424-427): (Comment: about behavior in conflict-situations) "There I go inside, there I am like the eye in the storm. There is no breath of wind, nothing. There, I am totally focused then, and completely calm too. And I found myself doing that brings some fun, working against that now".

low emotionality

(207-211): "But, it's always important, standing for a moment aside oneself, reflecting: So, what's about? What will it be? Worst case. Then, I rapidly imagine worst case scenarios and reflect about them. And when that is somehow under my control, then I have no problems any longer".

(422-425): (Comment: about behavior in conflict-situations) "And that, I obturated immediately, by just in the morning .... I must say, that are days, in which I am wearing a protective armour. There I go inside, there I am like the eye in the storm. There is no breath of wind, nothing. There, I am totally focused then, and completely calm too".

(449-452): "Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation. For example, if we would ... hmm ... go into bankruptcy, or if we would not be no longer solvent. There also is the matter, how to handle that".

**emotional labile**

curious:

No exploitable statements found.

anxiously:

(406-407): (Comment: anxiously in a specific conflict-situation) "There for me the big anxiety arose, being shown there negative, and by this being not able to achieve the wanted goals.

(412-413): Yes, that has been in that case ... There I first time had ... something like a feeling of unconsciousness. But then I worked with this very stringent".

nervous:

No exploitable statements found.

capricious:

No exploitable statements found.

worried:

(406-407): Like preceding under ‘anxiously’

(412-413): Like preceding under ‘anxiously’

sensitive:

(254-256): “But I am just an impulsive guy too. Thoroughly too, hmm, if there sometimes, hmm, things are running not so well. A guy, who can get somehow sultry too”.

(473-474): (Comment: about the personal evaluation in the - just delineated - project ‘enterprise value of human capital’ “And there, you quickly are quite nude, well? Having been in the focus there, would have irritated me”.

raspy:

(254-256): Like preceding under ‘sensitive’

fearful:

No exploitable statements found.

being self-pity:

No exploitable statements found.

instable:

No exploitable statements found

discouraged:

No exploitable statements found.

## Extraversion

<b>Extraversion</b>	
extraverted	versus
active, convivial, communicative, cordial, optimistic, outgoing, easy-going, assertive	introverted reserved, calm, guarded, contact avoiding
<b>assumed for entrepreneurial action: more extraverted than introverted</b>	

Table 5: *extraversion: extraverted versus introverted*

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**extraverted:**

active

(10-31): “Here, it is about my activities in the tour-operating company. I must deal with different fields of activity: a) the organisation of tours, b) the chaperonage of tours.

Organising tours, it's my task, doing all necessary travel bookings. For example, I book the busses, the flights. Then it's my task, planning the programs, the detailed programs for the tour. There are implemented concepts-contents, program ideas. By me, they are brought into a layout printing block. I book all the hotels for our trips. That's so the booking-aspect. The second aspect in advance, is the planning of tours. Presently, for example, I am sitting here planning the complete program for the catalogue 2017. New tour-ideas are created. Tours from the last years, having been successful, are scheduled again. Other tours are taken away for one or two years from the program. Then, I am active here in the financial affairs too, paying all the bills. Every day, if I am here, I look on the bank balance. Then, I get the new bills presented, or I get them by email. I pay that, and afterwards I give the bills to the account staff. A further task is the acquisition of persons being travel companions. These are several activity fields, concerning the organisational affairs. Besides, so twelve, thirteen or fourteen times a year, I am active as travel companion, in regular between six and eight days. There, I have the companionship of organised tours, have contacts with the clients, contacts to the leading persons like bus drivers, hotel managers, etc.”.

(93-97): (Comment: about cancellation of by clients booked trips on behalf of too less participants) “By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start. I often call the clients too. Because many of them I know personally, then trying with angel's tongs to motivate them for booking another trip. This, by experience with success in 30, 40, 50 percent of the cases”.

(744-747): (Comment: about the active handling of clients) “... if I behave myself so with the clients, cooperative, likable and engaged, trustful, helpful .... that is well received”.

#### convivial

(184-190): “We just have these preparation-meetings, we offer parallel to the trips lectures. We have very big successes with our follow-up meetings. Then, Edith H. from our branch office often offers a regional typical snack, because she likes cooking a lot. Then we are here in the office, first we have looked at the photos. Strictly speaking, we experience a cultural offer. Afterwards, that's something like a family, where many people get along well, nattering amongst another”.

(197-199): (Comment: about having a good contact to the clients) “I would say yes. By the intensive personal contact. Many of them know me, I know many. Just by this combined offer of travel-talks and trips”.

#### communicative

(184-190): Like preceding under ‘convivial’

(197-199): Like preceding under ‘convivial’

#### heartly

(184-190): Like preceding under ‘convivial’

(197-199): Like preceding under ‘convivial’

#### optimistic

(316-321): (Comment: judging about a business contact with a supplier of flights) “I know everyone personally. They invited me several times for a meal .... And here, they

want having a more intensive cooperation with our company. That means, by improvement of contacts, a lot has got easy more. Before that, you always had to send emails, that took time. And now, I have the answer just on the next day”.

#### sociable

(29-31): “There, I have the companionship of organised tours, have contacts with the clients, contacts to the leading persons like bus drivers, hotel managers”.

(184-190): Like preceding under ‘convivial’ and ‘communicative’

(197): (Comment: about having a good contact to the clients) “I would say yes. By the intensive personal contact”.

(316-318): (Comment: judging about a business contact with a supplier of flights) “I know everyone personally. They invited me several times for a meal .... And they want here having a more intensive cooperation with our company”.

(681-688): “Yes, it’s clear that networks are necessary. Our company is well cross-linked. You can see that looking on the advertising of partners done in our catalogue. We have a very well understanding with the adult education centres of our region. We invested into a place of business (branch office) at Bremen. The cooperation with the German-Italian club- Tomorrow, there is the summer-party. There I help for hours. selling the wine, I will do. Hmm, there I just engage me. We step by step still have built a very good networking ”.

#### easygoing

(909-920): (Comment: about the working-method) “Well, I do it like this ... I have an absolute orderliness in my computer. Besides that, I work with the principle ‘jumble of bits of paper’. Seeing something, a new idea, I tear that out. I look at that in a calm minute. So, a create a fund. If something interesting storms me, I write that for myself on a chit of paper, trips anyway. Then for the first moment, I’ve included that. And then, about all two weeks, I systematically look at my complete filing, better one time a week. Then, this goes out of the stack of paper, that not ... So, that I have a notice at first, and then it reaches me, and then I work with it target oriented. But, if something is interesting for me, I don’t bring it into the computer, but with a notice on a chit of paper. I always have so many notices, I visualise systematically. And then, I bring the chits into position for the day: That’s what I make today, that’s what I will do tomorrow, and then, I work that out”.

#### assertive

(95-97): (Comment: in case of failing trips) „I often call the clients. Because I know many of them personally, trying to motivate them with an angel’s tongue for a change of reservation. And that with - by experience - a success of about 30, 40, 50 percent”.

(604-608): (Comment: about solving an actual problem during a trip) “Yes, there I try handling that professional. We just now had a trip to northern Italy. There was a bus breakdown. The guests had to wait for five hours. Then, I was called. I called to the bus driver, the traveling companion and said: at first, the guests must have something to eat. Everybody has a budget of 10 € for eating and beverages, being content again”.

(762-764): (Comment: about the selection of suppliers) “I can have a look for other firms. But there I must have a choice again: How are the bus drivers, etc. In so far, I do some pressure by placing the order, or placing that not”.

### **introverted:**

#### reserved

No exploitable statements found.

#### calm

No exploitable statements found.

#### guarded

(477-479): (Comment: about planning the personal work-input in the future) “More reducing, more reducing. No expansion but holding that stabile perhaps. Well, if I imagine 25 trips instead of 30 ... That's I could do, I could imagine that”.

#### contact avoiding

No exploitable statements found.

### **Real estate entrepreneur. Interview statements 20.07.2016**

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

### **extraverted:**

#### active

(9-17): „Well: My day actually begins with the check-up of emails and post, then arranging the upcoming work into priorities, then making the work or distributing it. In our company it is so, that you can differ into projectable and unscheduled tasks. There is a plan about the scheduled accountings and planned meetings. A plan which is quite similar every year. On top of this are coming all the things, reaching us unplanned like resulting repairs, storm damages, flooding damages, etc. By this, for me it's very important, defining priorities, and deciding who is doing what and when”.

(30-32): “Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that's, I distribute to all the employees”.

(51-55): “All the things which must be done with a concrete time limit, must be done. There is no debate about. We just must hold time limits by law, concerning the accounting and the invitation for assemblies of the owners. And all other things, yes, that then must be planned new again, rapid and efficient”.

(73-76): But mostly, it is so that the morning then is still filled with emails, post, phone. That makes that by reality, I will come to the fulfilment of the things which must be done in the beginning afternoon – things urgently planned for the day”.

(387-390): (Comment: about the permanent inspection of the customer base) “Hmm, and apart from that we always check again, hmm .., how many objects there are. How many objects we had five years ago, for all we take care for. In case we changed something, if it really has been fruitful, such things”.

(603-615): “For me, there are at present two main networks, which are long term installed and in which I am acting professional based. On the one hand, that is a meshwork in our community here about the theme ‘living with future’. There it is so that architects, bankers, construction companies, the community, the county

organisation and we too change our experiences about the housing situation in general and living without barriers in special. There, I bring in the experiences of our daily business. Hmm..., there it's very often about the housing situation, about the actual rental prices, the demand of flats, etc. Hmm..., as advantage from this, I expect that the community can do something, so that by our activities the demand in future can be satisfied much better. Besides that, by this work new possibilities of action can be opened, by cooperation with different occupational groups. And the other network was built during my education as a real estate professional at the chamber of commerce".

convivial

No exploitable statements found.

communicative

(236-239): "Well, but there we found out solutions for us too. That's good, speaking about that together. Even in case it only concerns me, it's good being able to say: My mother or my father as colleagues now, they are involved too, and you discuss the situation".

(305-307): "Well, all work-routines are checked continuous. There is an active exchange with the colleagues and the clients. And all together, we always try enlarging the efficiency, getting better by this".

heartly

(102-104): "But, well, for me it's always important that there is a good mood all around and a lively exchange".

optimistic

(431-436): (Comment: about the continuity as family-business) "Of course, you wish somehow being able for the creation of something which then can pass on to the next generation, or from which the next generation can earn the fruits, in which way however. Hmm, it's not only the increase. For me, it's real important to establish oneself completely. Well, so that you are in principle an instance, and yes, in a way that the company survives too".

sociable

(305-308): "There is an active exchange of views with the staff and with the clients. And together, we try increasing the efficiency, getting even better. For this, we include all employees".

(603-604): „For me, at present there are in principle two basically networks, I move myself in professionally, which have some permanence too".

(637-640): „We have a lawyer, we are always in contact with. We have the craft-producers, that's always such a rather big pool, from where is then coming something too. Well, that's rather our daily bread. Having this network not, we couldn't exist".

easygoing

No exploitable statements found.

assertive

(17-19): "In frequent team-sessions with the complete team, a frame is constructed, when and by whom the pending planned work must be done, and which deadlines must be met".

(30-32): Like preceding under 'active'

(163-164): (Comment: concerning the handling of suppliers, staff and clients) "Hmmm, being not always friendly, but simply dictating very straight the way, and – hmm – finding clear words".

(173-176): (Comment: about cooperation with the colleagues) "Hmmm, well, I here try that we do our thing straight. That just now sounds too, too .... perhaps is too hard said ... but bringing that all on a trace, yes. That in every case. But carefully".

(205-206): "Hmmm, but well, otherwise, yes, being straight is just important. That's, what I'm feeling again and again".

(691-695): I often realise that there are situations in which you must put the good education in the background, enforcing entrepreneurial targets. Hmm ... having target achievement, for me it's often useful, to make the requirement about what to do. And explicit words often bring out better entrepreneurial results. This experience, I made definitively".

(703-709): "Well, I often on owner-assemblies just see that it is important acting straight ... because otherwise, it gets out of hand ... amongst the owners too. Hmm, just concerning craftsmen, it is very important, being not too kind. I realise that again and again. And there, you often really must dictate deadlines: at this or that moment, I long for a feedback, etc. Everything else, absolutely doesn't function, well".

(715-717): „If you dictate too much demands, of course that can bring out controversies from time to time. But that's you are somehow not allowed to avoid, being an entrepreneur. Hmm, that's about acceptance which must be for, there".

(723-726): (Comment: about acting with suppliers) "Hmm, but that is something too, what just concerns the crafts enterprises ... where I often feel, if there something doesn't function. And then, from the very beginning you act with a certain aggressivity so that things are pushed on, somehow".

(730-734): "Well, I just now had it with a roofer company that I decided, removing the order. We have many orders for this company, but with one, it was enough for me and I removed this order. That was relatively .... Aggressive always is such a negative word ... but they noticed and felt it. And then, all other things went smoothly".

### **introverted:**

reserved

No exploitable statements found.

calm

No exploitable statements found.

guarded

No exploitable statements found.

### **contact avoiding**

No exploitable statements found.

## Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

### **extraverted:**

#### active

(10-19): "First of all, I start with a cup of coffee. Then are coming the reminders from the secretariat, I have made as follow-up for the current day. Them are spoken about in short, as well as about the dates of the day. And, hmm, then the day-to-day business just begins. At which, acting with reminders is all in all a short-term steering. That are mostly things, smaller projects which are just not done, or where you are waiting on a feedback. Classical reminders. Well, that's for short-term. But so the strategic important activities ... well, there I steer myself by a relevant checklist, containing the fundamental to dos for the next days".

(25-26): "For every new year, I begin at the end of the running year, defining priorities for the next business year".

(116-118): "I'm fine in, that's developing things by myself. Out of my deepest own personality, just in the sectors of fundraising, sponsoring, marketing".

(188-194): "Yes, absolutely. We have a very flat hierarchy. We have different tasks we spread amongst another. The controlling I do myself, I'm involved setting impulses in the marketing sector. But I also do ... let's say ... things in the fundraising sector still completely alone. The others just feel that the sound functions with a little bit different other melody than in other firms because the operative business too is important for the CEO".

(337-340): "Well, I just look at the competitors. That doesn't mean that I permanent go into zoos, but I look over the trends in the leisure industry by press-researches, by internet-researches, have a look about what happens left and right".

(353-357): "Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing".

(500-503): (Comment: about working in professional networks) "The meshwork of course also is this sponsoring-circle I created with 250 entrepreneurial persons. Then the collaboration with the multiplicators, the contact to the press, the city council and municipality, the politics. Well: for a zoo, that's extremely important, and these networks in parts are supported".

#### convivial

No exploitable statements found.

#### Communicative

(66-75): "Yes, there are three important Jourfixes. One Jourfix, that is now always on Thursday. That is our team meeting. There is talked about the singular smaller projects, but also bigger projects. That is weekly. Then, I have a further weekly Jourfix, on Thursday in the afternoon too. There is spoken about the different actions we are working with, together with architects, zoo director and zoo inspector. Construction projects. And then, there is on Monday at morning the Jourfix with the management

team. There, i.a., is spoken about service aspects of the last weekend. But about all important points of each team member too. Thus, there each person has the word“.

(159-160): (Comment: about cooperation with colleagues) “And there are of course strategic discussions which get visible in very clear numbers and target-settings”.

(500-503): (Comment: communicative by work in networks) “The meshwork of course also is this sponsoring-circle I created with 250 entrepreneurial persons. Then the collaboration with the multiplicators, the contact to the press, the city council and municipality, the politics. So, for the zoo that is extremely important and this meshwork in parts is sponsored”.

heartly

No exploitable statements found.

optimistic

(357-358): “It’s just so that I often get inspired: That can be a reasonable thing, that we just can start”.

sociable

(498-502): (Comment: about the selection between private and professional based sociability) “But in the job, I am another one. Completely other than as I am in private. In private just the tranquillity and harmony is wanted. But in ... There, I did enormous grow with the time.

easygoing

(353-357): Like preceding under ‘active’

assertive

(114-115): „Well, I always try finding solutions for problems”.

(132): (Comment: about acting problems) “Yes, in situations too, in which other people get ‘cold feet’ “.

(166-167): (Comment: about handling the staff) “Yes, you must take them with you, well? The crew. That is very important. And you can only do that, having a good product as the zoo is.

(192-194): (Comment: about handling the staff) They realise that the sound is another one than in other firms, because the operative business too is important for the CEO”.

(301-302): (Comment: about working an envisaged plan) On the one hand, you have a strategy by which the essential business-fields are steered”.

(774-776): “I feel myself as a team-player more, but of course I just have the general management here and I exactly know where to go with the zoo here. And there, in the zoo here too, there I allow nothing getting scorched”.

**introverted:**

reserved

No exploitable statements found.

calm

No exploitable statements found.

guarded

(495-497): (Comment: in private) “I am by my type not a networker at all. More such a person, being familiar and reclusive”.

### contact avoiding

No exploitable statements found.

### **Agreeability**

<b>Agreeability</b>		
agreeable		irreconcilable
compassionate, kind, admiring, cordial, softhearted, warm, generous, trustful, helpful, forbearing, friendly, cooperative, sensitive	versus	cold, unkind, contentious, hardhearted, cruel, ungrateful, cheese-paring
<b>assumed for entrepreneurial action: more lower than too high agreeableness</b>		

Table 6: *agreeability :agreeable versus irreconcilable*

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

#### **agreeable**

##### **compassionate:**

No exploitable statements found.

##### **likable:**

(95-97): „I often call to the clients. Because I know many of them personally, trying to motivate them with an angel's tongue for a change of reservation. And that with – by experience – a success of about 30, 40, 50 percent”.

(184-190): “We just have these preparation-meetings, we offer parallel to the trips lectures. We have very big successes with our follow-up meetings. Then, Edith H. from our branch office often offers a regional typical snack, because she likes cooking a lot. Then we are here in the office, first we have looked at the photos. Strictly speaking, we experienced a cultural offer. Afterwards, that's something like a family, where many people get along well, nattering amongst another”.

(494-497): “That would be a wish of mine, being not needy for making advertising with guests which are a little bit nervy, getting more likable new guests. So that the ‘family of our travel-clients’ gets more friendly and pleasant. That for me, would be such a goal”.

(726-727): (Comment: about being kind with the clients) “That's I'm struggling about. Because I know, I make no good business, by giving irreconcilable myself”.

(728-729): “But that I had bad experiences because I was too kind, that's I can report a lot about”.

(745-747): “... but behaving cooperative, nice, engaged, trustful, helpful ...that's well accepted”.

##### **admiring:**

No exploitable statements found.

cordial:

(184-190): Like preceeding under 'likable'

(726-727): Like preceeding under 'likable'

soft-hearted:

(686-688): "Tomorrow, there we have the summer party. Tomorrow, I'll help there voluntary for hours. There, I'll do the wine sales. Hmmm..., I just play a part there".

warm:

(184-190): Like preceeding under 'likable' and 'cordial'

generous:

(686-688): Like preceeding under 'soft-hearted'

trustful:

(93-95): (Comment: about failing trips by too less participants) "By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start".

(316-319): (Comment: judging about the business-contact with a provider of flights) "I know them all personally, they just invited me several times for a meal ... And they are willing to have a more intensive cooperation with our company. That means, by improving contacts, many things have got easy more".

(340-342): "My 'main-bad-habit' is giving trust to others and seeing not: Trust must be acquired. That's my weak point, absolutely".

(745-747): Like preceeding under 'likable'

(879-882): (Comment: about te staff) „A leap of faith, that exists. Because I think they are not needy to do that. They could write hours on the paper ...we have been here ... and they turned thumbs ... But he must not write additional hours on the paper when he was just not there.”

(887-889): „But a minimal leap of faith must be there. You can't see always only the negative in the other person. But I give too much leap of faith. But as elder I get, the less. Meanwhile, I wait with this for a time”.

(893-894): „And I actually have little disappointments. More less, because I'm acting quite calm. With travel-guests too“.

helpful:

(184-190): Like preceeding under 'likable', 'cordial' and 'warm'

(745-747): Like preceeding under 'likable' and 'trustful'

forgiving:

No exploitable statements found.

kind:

(184-190): Like preceeding under 'likable', 'cordial', 'warm' and 'helpful'

(316-319): Like preceeding under 'trustful'

cooperative:

(404-408): (Comment: Answer on demands from the clients if the trip will take place) "If they ask me: Will the trip function? Then I say: Well, at moment that's about fifty-fifty. I have the hope that it happens, but I can't confirm that definitely. Don't worry

about that, please. For me its untrustworthy, telling falsehood to the people. Because one day, I meet them again and then they are angry with me”.

(745-747): Like preceding under ‘likable’, ‘trustful’ and ‘helpful’

(968-969): „Yes, I am a member of all that by networking with adult education centres, different cultural unions, etc.”.

(992): (Comment: about doing bigger projects together with other entrepreneurs by maintaining the own independence) “Doing so, that would be nice. That would be very well as a compromise. As a middle course”.

sensitive:

No exploitable statements found.

### **irreconcilable**

cold:

(732-735): (Comment: about the cooperation with a specific cultural union) “There, I would say, I made very negative experiences. Today, I would react in another way there, Today, I would not be irreconcilable, but under my own perception not only kind. Better just straight and directly”.

(850-852): (Comment: about the separation from a colleague) “Well, I experienced that with Mrs. I. But this with the deleting of time reports and the lying ... Yes, well, there consequences are necessary, there the separation is necessary”.

unkind:

No exploitable statements found.

contentious:

(578-583): Let’s take this problem with Mrs. I (comment: employed person). She suddenly wants to have 6000 € ... Then I reflect for myself what’s about? Can I handle that from alone? Then I go to an advocate. I just would try getting professional help and getting advised. This by solving the problem in a professional way. That’s I would do.

(646-647): (Comment: about a tour guide of the company who refused doing a tour) “We are chummily, but no longer from that moment. He mustn’t invite me for a meal any longer”.

(850-852): Like preceding under ‘cold’

hard-hearted:

No exploitable statements found.

cruel:

No exploitable statements found.

ungrateful:

No exploitable statements found.

cheese-paring:

(289-294): (Comment: about employing a completely educated female travel agent) “But, she is much too expensive. At present, I would not have the work for her because I feel myself able to do that now. ‘Her’ (Mrs. B.), I have reduced here on 360 €. Of course she was crotchety and wanted to have more work from ‘him’ (Mr. B). But at every time when she was demanded to do some work more, she told me: I have no time, I can’t do that. But then when it was about 100 € less...”

(300-301): “That’s right. You must balance that. Because really educated skilled employees, we are not able to hire here”.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

##### agreeable

###### compassionate:

No exploitable statements found.

###### likable:

(102-105): “But, well, for me it’s always important that there is a good mood all around and a lively exchange inside the company. Of course, in a by family leaded company that is a little bit easier than otherwhere”.

(215-217): “I really realise always again, being too kind too often, that I also have to show boundaries und should say ‘no’, or just: not now, but later”.

###### admiring:

No exploitable statements found.

###### cordial:

(102-105): Like preceeding under ‘likable’

###### soft-hearted:

No exploitable statements found.

###### warm:

No exploitable statements found.

###### generous:

No exploitable statements found.

###### trustful:

“Of course, in a by family leaded company, that is a little bit easier than otherwhere. Hmm, from my point of view, conflicts must be solved quickly. So that the main targets of the company can be reached without creating subordinated theatres of war”.

###### helpful:

(608-614): (Comment: about networking) “There, I bring in the experience we have in our business daily. Hmm, that’s often about the situation in the housing market, the actual rental prices, the need on flats, etc. Hmm, as an advantage I expect from this that the municipality can do something, that by our work the demand can be satisfied better. Besides, by cooperation with different professional guilds, new activity-possibilities can arise”.

###### forgiving:

No exploitable statements found.

###### kind:

(60-61): (Comment: about cooperation in the office) “Grumbling comes from time to time, but that all is going here on the short service, without grumbling friendly and cooperative”.

(102-104): “But, well, for me it’s always important that there is a good mood all around and a lively exchange”.

cooperative:

(17-19): “In frequent team-sessions with the complete team, a frame is constructed, when and by whom the pending planned work must be done, and which deadlines must be met”.

(305-308): “There is an active exchange of views with the staff and with the clients. And together, we try increasing the efficiency, getting even better. For this, all employees are involved”.

sensitive:

No exploitable statements found.

**irreconcilable**

cold:

No exploitable statements found.

unkind:

No exploitable statements found.

contentious:

No exploitable statements found.

hard-hearted:

No exploitable statements found.

cruel:

No exploitable statements found.

ungrateful:

No exploitable statements found.

cheese-paring:

No exploitable statements found.

Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**agreeable**

compassionate:

No exploitable statements found.

likable:

No exploitable statements found.

admiring:

No exploitable statements found.

cordial:

No exploitable statements found.

soft-hearted:

No exploitable statements found.

warm:

No exploitable statements found.

generous:

No exploitable statements found.

trustful:

(166-169): (Comment: concerning the cooperation with the staff) “Yes, you must take them with you, well? The crew. That is very important. And you can only do that, having a good product as the zoo is. Having a good strategy, communicating this and tying the people in”.

helpful:

(523-526): “But .... I think, I get tapped more often, at all. For example, somehow people looking for a new job, who are looking for a new job out of the network, but actual you can make there relatively little”

(532-533): “Yes, then I do that so just a little bit altruistic. Giving help, that’s a thing you are then simply doing so. Yes, that’s it, with me too.”

forgiving:

No exploitable statements found.

kind:

(166-169): Like preceeding under ‘helpful’

cooperative:

(166-169): Like preceeding under ‘helpful’ and ‘kind’

(181-183): Comment: how to see the own position inside the enterprise zoo). “Colleague ... I’m wondering that ... Some people write, the boss said ... I’m irritated myself ... Above all, my leadership-style is a totally other one”.

(523-526): Like preceeding under ‘helpful’

sensitive:

No exploitable statements found.

**irreconcilable**

cold:

(422-425): (Comment: in a problematic situation) “And then, I immediately drained that off, by in the morning at first ... that’s I must say, that are days when I am wearing a

protective armour plate. There I go in, there I am like the eye in the storm. There is no breath of wind, nothing”.

(581): (Comment: behavior towards suppliers) ”There I am just mafia. Extremely tough.

(585-586): (Comment: behavior towards suppliers) No, zero. Zero point zero. Kind, yes. Communicative and so, no question. But in the subject, not at all”.

unkind:

(609-611): (Comment: about creating a building project in the zoo) “By creating a new adventure world - the Takamanda world - it for example was so. There we let the muscles play. And there, we definitely threatened the suppliers with the lawyer”.

contentious:

No exploitable statements found.

hard-hearted:

(567-571): (Comment: by the CEO cited statement of a colleague) “ ‘You are having here a hard style...’ I only knew him from seeing .... It was a craftsman ... and there have been many trials from them, enlarging their status. And he argued: ‘It’s good that you did not that. That is hard indeed, but we can fulfil our job here’. There, I was able to see, having the right strategy at the end”.

(585-586): (Comment: behavior towards suppliers) ”There I am just mafia. Extremely tough. No, zero. Zero point zero. Kind, yes. Communicative and so, no question. But in the subject, not at all”.

cruel:

No exploitable statements found.

ungrateful:

No exploitable statements found.

cheese-paring:

(546-549): “In the business area it’s taking care that not too many presents are given. That is so because such a zoo is just now not so extremely fed (with money). The zoo must financial still be kept over the water”.

(551-557): Well, there you are coming in situations some often - willing to have a good climate with the work council - that there are suddenly put questions, about some improvement , about the staff. But meanwhile, that is questioned no longer, because simply the situation and the strategy is clear to everybody. This by a transparent communication meanwhile, we always made. They all know that it’s nice to have but we can’t pay it”.

## Conscientiousness

Conscientiousness		
conscientious		not conscientious
organised, careful, planned, effective, responsible, reliable, exact, practical, careful, deliberate	versus	careless, disorderly, lightheaded, irresponsoble, unreliable, forgetful, chaotic, tardy
<b>assumed for entrepreneurial action: more conscientious than not conscientious</b> <b>concerning innovative efforts: neutral</b>		

Table 7: conscientiousness :conscientious versus unconscientious

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

#### conscientious

##### organised:

(10-31): (Comment: instead of a many a time cited interview-sequence) The tour operator by the meanwhile several times cited roundup of the by him done tasks shows his awareness about these tasks.

(93-95): “If tours fail, that always is negative for the clients. By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start”.

(909): “Well I do it so .... I am absolutely organised in my computer”

##### accurate:

(93-95): Like preceeding under ‘organised’

(909): Like preceeding under ‘organised’

##### planning:

(10-31): Like preceeding under ‘organised’

(168-170): (Comment: about getting information for a future trip) “I just do that. I research by Wikepedia, have a look into the catalogues of other tour operators. But just now, I was on an information trip to North-Portugal, four weeks ago”.

(191-193): (Comment: about an advertising planning by prospectuses) “If we have 15, 20 guests in a follow up meeting, 3, 4 immediately take prospectuses for other trips. And then, they book it too. That separates us from other competing companies”.

(212-217): (Comment: about planning an offered trip) “That’s why I organise every trip in a different way. If another trip advisor accompanies the group, I want organising that perfect too. Because I always think, in adversity I could stand in for another person, I

must help with this. I just want that all guided tours, all busses, etc. are well booked. And at very many trips, I am the guide. And I have no desire on stress during the trip". (346-349): "Well: the plan of things, I just do by sheets, by excel-tables, by word-files. For example, I'm now planning the complete program, the complete catalogue. That is going peu à peu now. Then I act with the catalogue of the last year, cancel trips, having not been successful".

(477-482): (Comment: about the professional plan in and with the company) "More reducing, more reducing. Not expanding, but holding that stable, perhaps. Well, if I imagine instead of 30 trips 25 ... That's I could well do, that's I could imagine. But concerning expansion: that train has gone. What's about that? Having more regular customers. Earning the same money with less trips. More intensifying than extensifying. That could be my goal".

effective:

(212-217): Like preceeding under 'planning'

(909): Like preceeding under 'organised'

responsible:

(93-95): "If tours fail, that always is negative for the clients. By reasons of fairness, we try cancelling the trips previously. In regular, that are eight, seven weeks before the trips start".

(212-217): Like preceeding under 'planning' und 'effective'

(404-408): (Comment: about the request of a client if the trip - perhaps caused by too less participants will really happen) "If they ask me: Will the trip be? Then I say: Well at present that's about fifty-fifty. I have the hope that it can happen. But please don't be angry ... I find it unserious, telling untruths to the people. Then, I' meet them again one day and then they are angry with me".

(604-616): (Comment: about the handling of difficult, unexpected tour situations). "Yes, there I try handling that professional. We just now had a trip to northern Italy. There was a bus breakdown. The guests had to wait for five hours. Then, I was called. I called to the bus driver, the traveling companion and said: at first, the guests must have something to eat. Everybody has a budget of 10 € for eating and beverages. Then, we couldn't realise one program item. Then I called there several times more .... Now we have the follow up meeting next Tuesday. We wrote to all the tour guests. I have apologised in the name of the bus company, saying 'sorry for that'. The next program topic cannot be done. Instead, we invite you for an appetizingly Italian meal, you get a little gift, a bottle of wine ... I spoke to the CEO of the bus company. He gives a budget about 300 €. He agreed immediately. There, I well try, finding a solution".

reliable:

(93-95): Like preceeding under 'organised', 'accurate' and 'responsible'

(212-217): Like preceeding under 'planning', 'effective' and 'responsible'

(346-347): "Well: the plan of things I just do by sheets, by excel-tables, by word-files".

(828-829): "We are all conscientious here, I am conscientious. Conscientiousness in our branch of trade just is the A and the O".

exact:

(212-215): “That’s why I organise every trip in a different way. If another trip advisor accompanies the group, I want organising that perfect too. Because I always think, in adversity I could stand in for another person, I must help with this”.

(828-829): Like preceding under ‘reliable’

practical:

No exploitable statements found.

careful:

(143-144): (Comment: about acting with new ideas) “That means that nosiness for new things on the one hand is accompanied by a certain malaise on the other hand. How does that feel”?

deliberate:

(168-170): “I research by Wikipedia, have a look into the catalogues of other tour operators. But just now, I was on an information trip to North-Portugal, four weeks ago”.

(347-354): For example, I now plan the complete program, the complete catalogue. That is going peu à peu now. Then I act with the catalogue of the last year, cancel trips, having not been successful. Or I cancel those trips I offered many times. Trips running well in the past - being standard-runners -, like the Baltic, Görlitz-Wroclaw-Krakow , they stay in the program. And then, I look after .... I do that all systematically. I have a look into the trip-pool of the last years: What did we in the past, what didn’t we in the last 4, 5 years. I think about their reactivation”.

(503-509): (Comment: about the own professional future) “And my plan in principle is, working here in the enterprise as long as I am healthy, until ultimo. But then less. Let’s say with half power. Why should I finish this here? It’s an incredibly lot of fun. But then, perhaps no longer 40, 50 hours of work, but 25. No longer 13 trips, but better accompanying 5, 6 trips with something like a fan club with regular customers. Then for me, that it is no stress. Then for me it is meaningfulness too”.

**not conscientious**

unmindful:

No exploitable statements found.

disorderly:

(122): “But it’s this, I shove certain things in front of me”.

(330-331): “Yes, bad habits. Perhaps things I should do immediately, I push in front”.

lightheaded:

(41): “Unfortunately, many things are not done”.

(45-49): „By the fact that I am on tour 10, 12, 13 times a year, many things pile up when I come back from a trip. So, between the trips in the main-season - between March/April till October – very often only can be made a limitation of defects”.

(56-60): “There are problems outstanding, because I have to do the necessary (things) between the trips. The bills must be paid here, there are the necessary emails to the agencies if something must be changed. That must be done, so that things being

important actual -but seeming in the all-days-business not so destructive - must be put in heap. Unfortunately”.

(300-301): (Comment: working with less qualified colleagues on a lower cost-basis) “Right, you have to weigh that up. Because at moment, we are by finances not allowed having real professionals”.

(340-342): „My main bad usage is giving trust to others and seeing not: trust must be won. That’s my absolute weak point at all”.

(419-421): I have the advantage here: Things burning brightly, must be done immediately. But smouldering fires and things in a fire-play, I push in front of me so long as possible. Until the red lamp is lightened”.

(441-443): “That definitively is a weak point too. I am so involved into the every-day business, travel companion, organisation here, that these forward-looking aspects, that they are not so in the focus as it should be”.

irresponsible:

(255-262): (Comment: about the staff-situation and staff-handling) “Well, there I must say, we speak about a weaker point. This moment, it’s quiet here the last 3 years, but there many things went wrong. Out of my side extremely caused by the fact of my absence over 3 to 4 months a year. And when the cat is out of the house, the mice are dancing on the table; so that concerning the staff, in the last years here has been too little continuity. That suffers from it. Being every day in the office and not on tour as a chaperon, many things would have run in another direction in the last years. Because then, exercise more control would have been possible then”.

unreliable:

No exploitable statements found.

forgetful:

No exploitable statements found.

chaotic:

(84): (Comment: about unexpected, problematic situations) “Nervousness, being nerved, being stressed, feeling overwhelmed, that’s clear of course”.

(132-133): (Comment: about starting new ideas – for example creating a complete new travel destination) “Blockade, let’s say. Because – how to call – there doesn’t exist such an emotional bond”.

(255-262): Like preceding under ‘irresponsible’

(330-331): “Yes, bad habits. Perhaps things I should just do immediately, I push in front”.

(379-383): (Comment: about the mental state at daily work) “The pressure actually is there every day, continuously. As soon as I look on the bank statements ... I always have pressure. Not as extreme as doing an exam paper ... If doing that are 100%, I always have always 20%, 30% pressure anyway ... because that must be made”.

(419-421): Like preceding under ‘lightheaded’

(909-919): Well, I like this ... I have an absolute orderliness in my computer. Besides that, I work with the principle ‘jumble of bits of paper’. Seeing something, a new idea, I tear that out. I look at that in a calm minute. So, a create a fund. If something interesting storms me, I write that for myself on a chit of paper, trips anyway. Then for the first

moment, I've included that. And then, about all two weeks, I systematically look at my complete filing, better one time a week. Then, this goes out of the stack of paper, that not ... So, that I have a notice at first, and then it reaches me, and then I work with it target oriented. But, if something is interesting for me, I don't bring it into the computer, but with a notice on a sheet of paper. I always have so many notices, I visualise systematically.

tardy:

No exploitable statements found.

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

##### conscientious

organised:

(9-22): organised: (Comment: instead of a further citation of the interview-sequence) The real estate entrepreneur by the meanwhile manifold cited arguments shows the effect, being aware about her tasks.

(30-32): "Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that's, I distribute to all the employees".

(51-55): "There is no debate, things which must go out by a deadline must go out then. We must respect deadlines by law too, concerning accountings or invitations for owners' meetings. And all other things, well, that must be planned new then, rapid and efficient".

(147-152): "That's we hear from our clients again and again, coming new to us. Where I always say it's necessary standing out from the competition, because there very often just reliability and transparency - as I said - is not there, and that is very important for us. And too, hmm, that consents we are committed to. Such things, that's we have on the very top of out to does".

accurate:

(9-22): Like preceeding under 'organised'

(147-152): Like preceeding under 'organised'

(384-387): "Well, that for example are things, we are in an exchange with our tax accountant a lot. Well, there we communicate very close with the tax accountant, looking over the business economic evaluation, and these things. For us, that are very clearly data, black on white".

(572-574): "That's really important for me too, having a real plan what to do now, and not trying to do something somehow completely confused, but ...".

planning:

(9-22): Like preceeding under 'organised' and 'accurate'

(30-32): Like preceeding under 'organised'

(51-55): Like preceeding under 'organised'

(330-333): (Comment: about a planned enlargement of the company) “And first, there we had to reflect: Are we willing to do that, are we able to do, do we have the possibilities, do we have the capacity, and can we do that concerning the work load. And then, we decided to do”.

(357-360): „Well, for singular objects, we have to-do-lists, being created after owners’- assemblies or after an object-inspection. And everybody on this schedule has an access. Because that is central buffered. And by a call, everybody by a mouse-click can see what’s about”.

(418-420): „We urgently need more staff now too again, because otherwise we are at a point so say: It gets close. Well, there you have to be honest“.

(432-434): „Of course there is the wish somehow, creating something which can go over to the next generation. Or from what the next generation can earn somehow fruits, in how far however”.

(572-574): Like preceeding under ‘accurate’

(584-588): “Sometimes, I have that too. For example, if I absolutely don’t know what to do just now. That can be such a problem too and for finding out where you are; this making a note for me, then is always a very important solution. Having that simply in front of one’s eyes, and then you can tick things or distribute them (to others)”.

effective:

(9-22): Like preceeding under ‘organised’, ‘accurate’ and ‘planning’

(30-32): Like preceeding under ‘organised’ and ‘planning’

(51-55): Like preceeding under ‘organised’ and ‘planning’

(147-152): Like preceeding under ‘organised’ and ‘accurate’

(249-251): (Comment: about the enticement, doing things not as quick as possible) “But that’s seldom, as my work enjoys me a lot, and because at every time I have the goal in my eyes, and I simply know I’ve less stress and less anger handling my things”.

(357-360): Like preceeding under ‘planning’

(384-387): Like preceeding under ‘accurate’

responsible:

(9-22): Like preceeding under ‘organised’, ‘accurate’, ‘planning’ and ‘effective’

(30-32): Like preceeding under ‘organised’, ‘planning’ and ‘effective’

(35-36): (Comment: giving important things to the accident) “No, in no case”.

(51-55): Like preceeding under ‘organised’, ‘planning’ and ‘effective’

(105-110): (Comment: about possible conflict situations with the colleagues) “Out of my sight, conflicts must be solved rapidly, so that the main targets of the enterprise can be reached and no ‘sideshows of battle’ are opened. That’s very important for me. Hmm, the staff should have the chance, being concentrated on the essential things. And we don’t have here this philosophy: ‘We did that always like this; but we are open for new impulses’ ”.

(249-251): Like preceeding under ‘effective’

(312-314): “We are on the way, building a powerful team too. A team which is willing to take responsibility, to work self-reliant, and on which I can trust in”.

(384-387): Like preceeding under ‘accurate’ and ‘effective’

reliable:

(9-22): Like preceeding under ‘organised’, ‘accurate’, ‘planning’, ‘effective’ and ‘responsible’

(35-36): Like preceeding under ‘responsible’

(51-55): Like preceeding under ‘organised’, ‘planned’, ‘effective’ and ‘responsible’

(147-152): Like preceeding under ‘organised’, ‘accurate’ and ‘effective’

(249-251): Like preceeding under ‘effective’ and ‘responsible’

(281-283): (Comment: about completing difficult or unloved things) “And there I thought too: With me, no longer. I’m involved in that so much, but I don’t want that any longer. But then, I gave a jerk to myself and said to me: That’s you’ve to pass through, just now. And, hm, tackling a thing, then it functions at all”.

(759-761): “Not reliable are for me especially people, keeping not dates and consents. Those, acting only for their own welfare and not for that of the company and the colleagues”.

exact:

(9-22): Like preceeding under ‘organised’, ‘accurate’, ‘planning’, ‘effective’, ‘responsible’ and ‘reliable’

(35-36): Like preceeding under ‘responsible’ and ‘reliable’

(71-72): (Comment: concerning the fulfilment of actual tasks). “That runs step by step. Well, for me it’s so. I realise that always again.

(147-152): Like preceeding under ‘accurate’, ‘effective’ and ‘reliable’

(249-251): Like preceeding under ‘effective’, ‘responsible’ and ‘reliable’

(384-387): Like preceeding under ‘accurate’, ‘effective’ and ‘responsible’

(759-761): Like preceeding under ‘reliable’

practical:

(9-22): Like preceeding under ‘organised’, ‘accurate’, ‘planning’, ‘effective’, ‘responsible’, ‘reliable’ and ‘exact’

(30-32): Like preceeding under ‘organised’, ‘planning’, ‘effective’ and ‘responsible’

(51-55): Like preceeding under ‘organised’, ‘planning’, ‘effective’, ‘responsible’ and ‘reliable’

(71-72): Like preceeding under ‘exact’

(202-206): (Comment: about the consideration of new or spontaneous upcoming facts) “Yes, in every case, well ... We are flexible too. I also always say ... I ... you also must for every ... just here it is important, entering every client and every owner a little bit individual, and adapting oneself there a little bit of course. Hmm, but otherwise, well, being straight is just important. I feel that again and again”.

(357-360): Like preceeding under ‘planning’ and ‘effective’

(533-540): (Comment: about a totally break-down of the computer) “My God! Then, a helplessness would be triggered. I hope, we have looked ahead. Hmm, well, hmm. That would of course be really ... If just now really everything would be away – of course we have thousand safeguard-things – but if just now everything would be away ... hmm ... I think at first, I would round up the crew including the computer-specialist, and, and would against: What shall we do now. And that would just be something too. For me,

it's perhaps a cry for help too, saying: Come all together here just now, and what can we do. But: somehow, that could be solved or minimum defused only".

(384-387): Like preceding under 'accurate', 'effective', 'responsible' and 'exact'

(759-761): Like preceding under 'reliable' and 'exact'

careful:

(221-226): (Comment: about acting with the own attitude of work) "... and a further bad habit is – perhaps grounded in the human nature - this leaning back in case that everything runs well. In these situations, you must pull yourself together again and again, being not allowed, letting the reins grind. And for this, I question myself and my work always again, trying to get new impulses always too".

(384-390): (Comment: about the help of outstanding advisors and service providers) "Well, that for example are so things which must be seen in the exchange with the tax accountant. Thus, there we are very close to our tax accountant, just looking over the business economic evaluations and these things. That are for us very clear figures, black on white. Hmm ... besides, we always have a look how many objects we have, how many objects we had for my sake five years ago when we changed something, and if the change really brought out fruits, such things. Well, that's we do".

(438-441): "We must take care too, staying on the carpet, and seeing when ... what it is ... if the real estate market will change. At present, there are already many sales, and such things, well? And that's ..."

(454-462): "I always say that I don't have waiting for a client coming in and telling: 'I want to sell my house', but that I know it runs too, if nobody comes. And just that's it, so we are planning too. Well ... so, I would better refuse a sale or a renting than an object-administration where I know about the bondage for years, and the customer loyalty exists. Such things. That's very important for me, concerning this, in special if the growth is not yet there and the real estate market perhaps doesn't have the results like at present".

(469-471): "You must always stay a little bit on the carpet. We do what we can, and all other things we leave to others"

deliberate:

(9-22): Like preceding under 'organised', 'accurate', 'planning', 'effective', 'responsible', 'reliable', 'exact' and practical

(30-32): Like preceding under 'organised', 'planning', 'effective', 'responsible' and 'practical'

(105-107): "Out of my sight, conflicts must be solved rapidly, so that the main targets of the enterprise can be reached and no 'sideshows of battle' are opened".

(236-239): (Comment: about solving problematical situations) "And there, we so found out for us as solution that it is good, speaking about that together. Even if that concerns now only me, it is good to say: My mother or my father just as colleagues now, that is their thing however too, and one discusses about".

(305-308): „Well, all work sequences are checked regularly. There is a lively exchange with the colleagues and the clients. And all together try, increasing the efficiency constantly, and getting even better. There, all the colleagues are involved".

(384-387): Like preceding under 'accurate', 'effective', 'responsible' and 'exact'

(451-456): “Hmm.... Well, here it is so that we have these things which are projectable for us, the apartment management. That are regular incomes too which can be planned well, and where you to ... And there, for me it is always important that you are not from these ... That I not .... I always say that I mustn’t wait that a client comes in and says: ‘I want to sell my house’, but that I know, it is running too if nobody comes”.

### **not conscientious**

#### unmindful:

No exploitable statements found.

#### disorderly:

No exploitable statements found.

#### lightheaded:

No exploitable statements found.

#### irresponsible:

No exploitable statements found.

#### unreliable:

No exploitable statements found.

#### forgetful:

No exploitable statements found.

#### chaotic:

No exploitable statements found.

#### tardy:

No exploitable statements found.

### Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

### **conscientious**

#### organised:

(10-19): (Comment: instead of a further citation of the interview-sequence) The zoo-manager shows by the meanwhile manifold cited statements about the by him done tasks that he is aware about these tasks.

(36-39): (Comment: about working with things, needing an unhindered concentration) “There, you take a timeout or a free time-window. There, the theme is brought into the calendar. In parts for finance status reports and for other very important things, I use home-office too”.

(236-238): (Comment: about brushing tasks away) Well, perhaps it’s seldom, but I just do it ... I only do it with unimportant things. The important things not. That’s I do immediately. There, I put nothing on the back burner”.

#### accurate:

(10-19): Like preceding under ‘organised’

(155-159): "Mostly, I do written targets for myself; the business plans, etc. Here in the team, we have more weak factors, although it is tried, all that now in the business-area for example, or by planning the budget in the cost-sector ... that, then is just very clearly defined".

(236-238): Like preceding under 'organised'

(449-454): (Comment: acting with eventually upcoming problems) " Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation. For example, if we would ... hmm ... go into bankruptcy, or if we would not be no longer solvent. There too is the poser about: how to handle that? And those long-term horror-scenarios, being in real definite probable too, or not too improbable, for this we did lobby-work ..."

(713-717): "Then, I here have a folder with the things I have to work on. But that are in parts important things too. Them, I have by my checklist directly under control. With this, I steer myself. Here is the checklist, containing all important do dos".

#### planning:

(24-27): (Comment: about handling planning work) "Well, the important things, that is ... that is very clearly known, hmm, that is even permanently known. I start every year, at the end of the year with fixing the core areas for the next business-year. That are the essential success-factors and the essential goals, coming in there".

(36-39): Like preceding under 'organised'

(87-92): (Comment: about completing tasks at issue) "But, I am .... hmm ... well prepared by the fact, being able quite well for a differentiation between short-term, middle-term and long-term on the one side, but also between importance. As sample: I work with this matrix: important, not important, important, urgent, not urgent. Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you through it away".

(155-159): Like preceding under 'accurate'

(240-247): (Comment: about doing planning work) "That's important for me, that I at the beginning of the new year, or at the end of the old year so around the Christmas-time go to the flipchart. There, then the core areas of the passed year, and then the new core areas are fixed. There, in parts I give goals to myself. And then are made the budgets too in the year for the next year, So, that is just a complex process and by this you steer yourself too a little bit through the complete year. Then, the core areas are automatically defined".

(274-276): "We have a good planning, a good strategy. That is well accepted. By these Jour fix with the staff too ... there are more courses of action ...".

(301-302): „On one hand, you have a strategy by which the essential business fields are steered primal".

(353-358): "Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing. It is just so, that I am inspired often: That can be a meaningful thing, let's do it".

(374-383): (Comment: how to plan intensively) "Sometimes, you can make it light by taking so windows of time. That's I do more often now. That I really go to my weekend-

domicile, doing there let's say - the textual things, and the report about the finance status. And such things you are not able to do continuous in the office otherwise. Then, you are earlier efficient. On the other hand ... by reflecting on a walk ... with a bone in ... just reflecting so .... One time, the bone is fundraising, one time the marketing sector ... and using the time so consciously, being creative. Well, making from a white sheet a black one".

(449-454): Like preceding under 'accurate'

(713-717): Like preceding under 'accurate'  
effective:

(24-27): Like preceding under 'planning'

(66-75): "Yes, there are three important Jour fixes. One Jour fix, that is now always on Thursday. That is our team meeting. There is talked about the singular smaller projects, but also bigger projects. That is weekly. Then, I have a further weekly Jour fix, on Thursday in the afternoon too. There is spoken about the different actions we are working with, together with architects, zoo director and zoo inspector. Construction projects. And then, there is in Monday at morning the Jour fix with the management team. There, i.e. is spoken about service aspects of the last weekend. But about all important points of each team member too".

(240-247): Like preceding under 'planning'

(683-686): (Comment: about winning information) "I get the information from the net. That is a wonderful thing, you can immediately realise older things too, evaluating then and reflecting. Hmm, so that you can perhaps take things from there, developing them further on ... Well, that's I just always do".

(713-717): „Then, here I have a folder with the things I have to work with. But that are in parts important things too. That's I have under control by my checklist directly. That's I steer myself with. Here is the checklist which contains all essential do dos".

responsible:

(66-75): Like preceding under 'effective'

(140-144): "Of course, reliability - just shown to others - is a very important characteristic. Just showing that to the team. Well, in the team, that is a very important thing. That's I realise just by the history here in the zoo. Just now for example, with the actual history, the staff ... hmm ... clearly must know what's about"

(236-238): Like preceding under organised

(240-247): Like preceding under 'planning' and 'effective'

(449-454): Like preceding under 'accurate' and 'planning'

(612-620): "Where you must take care: You have different profiles of employees. There are colleagues ... important is the capability or the will. Who is not able but willing ... that is the wrong employee for the job. But who is able but doesn't want, that's a sheet too. There are, but that is now said a little bit undifferentiated: There is here in our crew the one or the other .... Only a few, but one, two people, being good. But being able to be much better more in their job. Well, if they simply would be straight more, if they would organise themselves better, if they would take more responsibility. And there, you've to step in somewhere by steering".

reliable:

(10-19): Like preceding under ‘organised’ and ‘accurate’

(140-144): Like preceding under ‘responsible’

(144-148): “You must be calculable in your leading style. That’s very important. I experienced, a person being not calculable, can lead authoritarian one time, having a laissez-faire leading style another time, but will have problems everywhere. Because there is nothing ... no clear handwriting. I am fair and suitable, but hard and target oriented too”.

(155-159): Like preceding under ‘accurate’ and ‘planning’

(236-238): Like preceding under ‘organised’, ‘accurate’ and ‘responsible’

(240-247): Like preceding under ‘planning’, ‘effective’ and ‘responsible’  
exact:

(10-19): Like preceding under ‘organised’, ‘accurate’ and ‘reliable’

(155-159): Like preceding under ‘accurate’, ‘planning’ and ‘reliable’

(719-723): “And then, you are just steered. The other things not ... Some yellow sheets of paper .... That are the actual things for now ... When they are done, they flow into the trash ... and ready. Here some to dos, I have to work immediately with. Projects or own things ... Either I do it now immediately, or they go into the hold-file”.

practical:

(10-19): Like preceding under ‘organised’, ‘accurate’, ‘reliable’ and ‘exact’

(24-27): Like preceding under ‘planning’ and ‘effective’

(66-75): Like preceding under ‘effective’ and ‘responsible’

(116-118): “I’m fine in, that’s developing things by myself. Out of my deepest own personality, just in the sectors of fundraising, sponsoring, marketing”.

(236-238): Like preceding under ‘organised’, ‘accurate’, ‘responsible’ and ‘exact’

(276-288): (Comment: about handling a creative teamwork) : “For example we just in September have for the staff, the management team, that’s a small team, a small group .... in my weekend domicile .... Where we have one, two days of creativity work .... let’s see, how to handle the lion-action, for example. We are planning the fundraising-activities, look about the new marketing strategy 2.0. Let’s see, I’m just doing an evaluation .... Hmm ... which shifts have been in the corridor of planning, the service-sector ... and such things, there is spoken about. And then we’ll discuss about, how to make the sponsoring-business safe more again. Because we don’t have growth there again at moment, because we contacted all partners, all potential ones. There, we fail with new data. Well, and there I must have a look, setting certain core areas for the crew”.

(698-701): “Well, more complex things, you must or want read, that’s I print out and bring it into the hold-file for a calmer day, or for the coast, or home office then. Otherwise, I really have to concentrate myself.”

(719-723): Like preceding under ‘exact’.

careful:

(412-417): (Comment: about handling a concrete critical situation) “Yes, it was so in that case ... There, first time I had something like a feeling of helplessness. But then, I work with this very stringent. Then I say to me ... I try timbering something like a worst-

case scenario. The worst case is: You get demonstrated, that stands in the newspaper, and by this you have a public loss of reputation, and that is difficult for running the zoo further on notwithstanding as CEO”.

(449-460): “Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation. For example, if we would ... hmmm ... go into bankruptcy, or if we would not be no longer solvent. The question there too is: how to handle that? And those long-term horror-scenarios, being supposable real at all, or not too improbable – there we made lobby-work ...”. “I would immediately ... do I have a worst-case scenario? For things, you perhaps see somewhere at the end, but which will hopefully never come. If out of the situation something like that happens, then you evaluate this case rapidly. Then, you try taking down the worst case at first. Then you are just safe. Then you know about what can happen at all”.

deliberate:

(24-27): Like preceding under ‘planning’, ‘effective’ and ‘practical’

(66-75): Like preceding under ‘effective’, ‘responsible’ and ‘practical’

(114-115): “Well, I always try finding solutions for problems”.

(155-159): Like preceding under ‘accurate’, ‘planning’, ‘reliable’ and ‘exact’

(207-211): “But it’s always important, then standing a moment aside one self, reflecting: Well, what’s about? What can that be? Worst case. Then, I rapidly look at worst-case scenarios and deliberate them. And having that passably under control, I don’t have a problem any longer”.

(240-247): Like preceding under ‘planning’, ‘effective’, ‘responsible’ and ‘reliable’

(280-285): (Comment: about doing controlling-targets) “Let’s see, I’m just doing an evaluation ... hmm ... which movements have been in the corridor of planning, service-reports, and things like that, there is spoken about. And then we’ll discuss about, how to make the sponsoring-business safe more again. Because we don’t have growth there again at moment, because we contacted all partners, all potential ones”.

(449-456): Like preceding under ‘planning’, ‘responsible’ and ‘careful’

(698-70): Like preceding under ‘practical’

**not conscientious**

unmindful:

No exploitable statements found.

disorderly:

No exploitable statements found.

lightheaded:

No exploitable statements found.

irresponsible:

No exploitable statements found.

unreliable:

No exploitable statements found.

forgetful:

(671-673): “Whereat information ... I’m incredible bad in reading. I’ve difficulties, filtering out on such a black printed paper somehow with a good reading-style all things important”.

chaotic:

(225-227): “In parts, I am a creativity-slob too. That, then is the other side of the personality, There, you must always be captured and structured here by the secretariat. That’s even quite well”.

tardy:

No exploitable statements found.

### **Openness (for new experiences)**

<b>Openness</b>		
<b>open</b>		<b>closed</b>
widely interested, imaginative, visionary, intelligent, originally, eager for knowledge, intellectual, artistically, clever, innovative, witty, wise	versus	common, one-sided interested, simple, without draft, unintelligent
<b>assumed for entrepreneurial action: high openness for experiences</b> linked with this: an assumed higher probability for entrepreneurial foresight		

Table 8: *openness: open versus closed*

#### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

open:

broad interested:

(354-357): “Then, I study in a calm minute - so on Friday afternoon with a cup of coffee – the catalogues of other tour operators: What is in question? I pull out the pages, so that with a system I work out the complete catalogue”.

imaginative:

No exploitable statements found.

visionary:

“We have very big successes with our follow-up meetings. Then, Edith H. from our branch office often offers a regional typical snack, because she likes cooking a lot. Then we are here in the office, first we have looked at the photos. Strictly speaking, we experienced a cultural offer. Afterwards, that is something like a family, where many people get along well, nattering amongst another. And that at all is the best advertising platform for the next tour offers”.

intelligent:

No exploitable statements found.

original:

(183-191): Like preceding under ‘visionary’

eager for knowledge:

No exploitable statements found.

intellectual:

No exploitable statements found.

artistically:

(183-191): Like preceding under ‘visionary’ and ‘original’

(200-201): “I just live for the arts, there I am fire and flame ...”

(1043-1044): “The foresight comes at morning under the shower. Then, I sometimes have ideas and think so ...”

clever:

No exploitable statements found.

inventive:

No exploitable statements found.

witty:

No exploitable statements found.

wise:

(503-514): “Yes, the first step was just now done by reducing the number of trips. And my plan in principle is, working here in the enterprise - as long I am healthy - until ultimo. But then perhaps not longer 40 , 50 hours, but 25. Not longer 13 tours I accompany by myself, but 5,6. Somehow with a fan-club with regular customers. Then that is no stress. Then it is for me too a fulfilment. Doing the trips and the lectures and seminars, that’s just my hobby too and my meaning of life. That’s why for me it would be completely fatal, giving that away. What’s about, I would travel further on, and so doing tour companions. But why should I do that somewhere else fees based, being able to do that here”.

closed:

ordinary:

No exploitable statements found

interested in one side:

(477-482): (Comment: about the ongoing corporate development) “Better reducing, better reducing, not expanding, but perhaps holding that stabile. Well, if I imagine doing instead of 30 trips 25 ... That’s I then could do, that’s I could imagine. But about expansion: The train is run out. What’s about that? Better having regular customers. Less trips. Earning the same money with less trips. Better intensifying than extensifying. That would be my goal”.

simple:

No exploitable statements found.

without draft:

No exploitable statements found.

unintelligent:

(330-331): (Comment: about functioning) "Yes, bad habitudes, perhaps things I should just do immediately, but push in front of me".

(441-443): "That definitively is a weak point. I am so involved into the every-day business, travel companion, organisation here, that these forward-looking aspects, that they are not so in the focus as it should be".

(795-802): (Comment: about the working-style of a colleague) "If I say something to her, three days later she's just forgotten it again. There, I could get aggressive and romp around, saying: 'But every time when we finish here, you empty your waste-paper'. That brings nothing at all. She frustum does this not or she forgets it. There, from my side then is a certain resignation. That brings nothing. I explained the things to her 1000 times, and then I say: 'You just didn't it again'. And then I am angry too sometimes and she says: 'You didn't yet explain that to me' What does it bring, when she says to me: You yet didn't explain that to me".

#### Real estate entrepreneur. Interview statements 20.07.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

##### open:

###### broad interested:

(108-110): "... and we also have not the philosophy: 'We made it always like this', but we are open for new impulses".

(114-116): "For me, new impulses are important, and openness and transparency to clients and colleagues too, so that you can cooperate trustful".

(226-227): "... and for this, I question me and my work again and again, trying too to get new impulses at every time".

###### imaginative:

No exploitable statements found.

###### visionary:

No exploitable statements found.

###### intelligent:

(108-110): Like preceding under 'broad interested'

(114-116): Like preceding under 'broad interested'

(226-227): Like preceding under 'broad interested'

(305-309): "Well, all work-routines are here controlled regularly. There is an active exchange of views with the staff and with the clients. And together, we try increasing the efficiency, getting even better. For this, all employees are involved. Hmm, at present, what is described by foresight too, staff changes are upcoming here".

(344-345): „But I am too, or we all together are open in every case for expansion, and we realise that it just happens here with us".

(642-645): „And having not this network, networks, we would have the problem with things being done immediately. And out of the network often are coming just orders again, because we are recommended".

###### original:

No exploitable statements found

eager for knowledge:

(108-110): Like preceding under ‘broad interested’ and ‘intelligent’

(226-227): Like preceding under ‘broad interested’ and ‘intelligent’  
intellectual:

No exploitable statements found

artistically:

No exploitable statements found.

clever:

(9-12): “Well: my day actual begins with checking up emails and post and the sorting, distribution and attention handling of upcoming work by priorities. In our company it is so, that a differentiation between projectable and extraordinary tasks can be distinguished”.

(30-32): “Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that’s, I distribute to all the employees”.

(173-176): (Comment: about the cooperation with people, fulfilling not the ideals of the entrepreneur) “Hmm, educating them is difficult, I always feel, Hmm, well, I try here that we do our thing - sounds perhaps said too hard a little bit -; but bringing them a little in this trace too, yes. That in every case. But carefully”.

(203-205): But just here it is important too, acting with each client and with each owner a little bit individual, adapting by this yourself somehow, of course.

(305-309): Like preceding under ‘intelligent’

inventive:

No exploitable statements found.

witty:

No exploitable statements found.

wise:

(108-110): Like preceding under ‘broad interested’, ‘intelligent’ and ‘eager for knowledge’

(305-309): Like preceding under ‘intelligent’ and ‘clever’

(540-546): „That’s often so, standing in front of such a problem that you perhaps really don’t know what to do, I could imagine. But speaking about, minimum helps seeing somehow which possibility we have, what’s about at all. And then, you’ve to make a decision for the one or the other possibility, you realise as right and target-oriented”.

**closed:**

ordinary:

No exploitable statements found.

interested in one side:

No exploitable statements found.

simple:

No exploitable statements found.

without draft:

No exploitable statements found.

unintelligent:

No exploitable statements found.

Zoo manager. Interview statements 31.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**open:**

broad interested:

(324-325): “I always wanted to open new ways, setting new impulses, not swimming in the mainstream, but doing something independent”

(337-340): „Well, I just always have a look at the competitors. That doesn’t mean that I permanently travel through zoos, but I look at the trends in the leisure-time facilities by press-researches, by internet-researches, look just at things happening on the left and on the right”.

(687-689): “Very consciously, I have a look at things happening in the neighbour-zoos of Münster and Emmen, by studying that in the local newspapers”.

(740-742): “From time to time, you have a look at the left and the right side. You realise what the competitors are doing, or the partner-zoos – which new impulses and ideas do they have at all ...”

imaginative:

(113-115): (Comment: about felt differences to other entrepreneurs, the zoo-manager has) “Two differences: willing to take risks and decisive. In parts, extremely patterned. And on the other side: creative. Well, for problems, I always try, finding solutions”.

(225-226): “In parts, I am also a creative-scatterbrain. That then is the other side of the personality.

(322-323): “Yes, developing impulses further on, that’s a very own nature I have. That was me, always. I wanted to develop something always”.

(324-325): Like preceding under ‘broad interested’

(353-358): “Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing. It is just so, that I am inspired often: That can be a meaningful thing, let’s do it”

(367-370): “And then, at first you must develop the idea out of that, creating then a new zoo-landscape (an under-the-ground-zoo) . And tapping the money there. That was just somehow an adventurous idea. By looking to the left and to the right as well as by a creative impulse”.

(378-385): “On the other hand .... Going for a walk and thinking ... with a bone in ... and reflecting by this ... one time the bone is fundraising, the lion activities, one time the bone is in the marketing sector .... And so, using the time consciously; being creative and by this changing with creativity a blank sheet into a black one, where I am fully

under power. Funnily enough, then everything is running under full power .... and by this, sometimes are created ideas ...”

visionary:

(114-115): “And on the other side: creative. Well, for problems, I always try, finding solutions”.

(225-226): Like preceding under ‘imaginative’

(322-323): Like preceding under ‘imaginative’

(324-325): Like preceding under ‘broad interested’ and ‘imaginative’

(353-358): Like preceding under ‘imaginative’

(374-375): (Comment: about ,upcoming‘ of ideas). “Yes, they are flying to me. Sometimes, you can light that a bit by taking such time-windows”.

intelligent:

No exploitable statements found.

original:

(113-115): Like preceding under ‘imaginative’ and ‘visionary’

(288-293): (Comment: about focusing the schedule line of work-resources) “There it can initially be, saying today, doing a little bit less press-work, and in the next months for my sake only 70%. But by this, you have in the fundraising-sector, the sponsoring-sector, with the visits of sponsors ... There, we have a lot more time. Because we have restricted staff-capacities and finance-capacities”.

(375-378): “That’s I do more often now. That I really go to my weekend-domicile, doing there - let’s say - the textual things, and the report about the finance status. And such things, you are not able to do continuous in the office otherwise. Then, you are earlier efficient”

(680-686): (Comment: about getting information by finding ideas) “I start that more from the other side, that I for example with theme-fields (like the action ‘lions for lions’ ... there I have a look about what the zoo Leipzig did back then, when they built a lions-areal. What did that look like, how can this be adopted? I take the information out of the net. That is a wonderful thing. You are able, realising elder things immediately, evaluation that and reflecting. Hmm, perhaps that you adopt things, developing them further on, or ...”.

eager for knowledge:

(337-340): Like preceding under ‘broad interested’

(680-686): Like preceding under ‘original’

intellectual:

No exploitable statements found

artistically:

(225): “In parts, I am a creative-slob too”

clever:

No exploitable statements found.

inventive:

(113-115): Like preceding under ‘imaginative’, ‘visionary’ and ‘original’

(225): Like preceding under ‘artistically’

(276-279): "For example, we have just in September for the staff, the management team, that's a small team, a small group .... in my weekend-domicile .... Where we have one, two days of creativity work .... let's see, how to handle the lions-action, for example."

(367-370): Like preceding under imaginative witty:

No exploitable statements found.

wise:

(140-150): (Comment: about handling the staff) "Of course, reliability – just shown to others – is a very important characteristic. Just showing that to the team. Well, in the team, that is a very important thing. That's I realise just by the history here in the zoo. Just now for example, with the actual history, the staff ... hmm ... clearly must know what's about. You must be calculable in your leading style. That's very important. I experienced, a person being not calculable, can lead authoritarian one time, having a laissez-faire leading style another time, but will have problems everywhere. Because there is nothing ... no clear handwriting. I am fair and suitable, but hard and target oriented too. And that's what is appreciated by everybody here. That always the fact is in the focus".

(181-183): (Comment: about the position as 'chef') "Colleague. I'm wondering about ... some people write 'the chef has said'. I am irritated by myself ... Particularly because, my leadership really is a complete other one".

(312-317): (Comment: about the own perception of the product 'zoo') "And that for me too is the most important correcting variable: the product and how the client is seeing that. That's why the service-evaluation is important always, well? Because with the service, there are always things you can rapidly stop. For example slammed ways, dirty compound glasses, dirty toilets, a bad functioning gastronomy. There, you can always ... I just look at that, but all in all you must know where to go with the zoo".

(774-778): "I feel myself as a team-player more, but of course I just have the general management here and I exactly know where to go with the zoo here. And there, in the zoo here too, there I allow nothing getting scorched. And for me, I could not imagine ... there I would be a very bad second man. Or a very bad first man, having there a second leading man too".

**closed**:

ordinary:

No exploitable statements found

interested in one side:

No exploitable statements found.

simple:

No exploitable statements found.

without draft:

No exploitable statements found

unintelligent:

No exploitable statements found

## A.5 Entrepreneurial statements concerning the self-concept

self-concept, self-evaluation, self-esteem		
object of observation	positive	negative
criticism	less accessible for criticism	more accessible for criticism tendency to generalise criticism
perception	more optimistic coloured perception	more pessimistic coloured perception
personal importance	feels oneself minimum as important as others	feels oneself not so important
own characteristics	more convinced about the own good characteristics	less convinced about the own good characteristics
assertiveness	becomes more accepted with own aspects	becomes less accepted with own aspects
new tasks	likes more to deal with new tasks	likes less to deal with new tasks
future expectation	positive, with the expectation to solve problems	less positive with lower expectation to solve problems
expectation for acceptance	high expectation for acceptance by the partners of interaction	not so high expectation for acceptance by the partners of interaction
anxiety	lower	higher
efficiency and competence for decision making	is rather overestimated	is rather underrated

Table 9: self-concept/self-evaluation/self-esteem

Concerning the self-concept, for the three entrepreneurs can be found out the following at which in the singular categories a positive-characteristic is placed versus the corresponding negative-characteristic of the self-concept. Here too, is intentional not done a valuation about the entrepreneurs concerning their self-concept; they are merely speaking with their own words. But it is conspicuous at all that - in opposite to the tour operator - for the other two interview-partners nearly no 'negative-characteristics' of the self-concept are readable by their statements; and that so obviously the demand for a positive entrepreneurial self-concept is fulfilled. Thus, the information about the self-concept is superimposable with the at the beginning presented entrepreneurs and their entrepreneurial profiles.

### Tour operator. Interview statements 05.08.2016

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**Criticism: 'less receptive for criticism' versus 'better receptive for criticism'**

**Less receptive for criticism:**

(729-732): (Comment: about the cooperation with a former partner) “There, I engaged myself so much, and I thought that we are all a big family too. And that went completely in the breaks, only strife and dispute. With lots of those people, I really don't want act together further on”.

(735-737): „If you are only kind as entrepreneur, as self-employed.... . Then you bring yourself rapidly into the position of a victim. The other people have an advantage of that“.

**Better receptive for criticism:**

No exploitable statements found

**Perception: 'more optimistic coloured' versus 'more pessimistic coloured'**

**More optimistic coloured:**

(181-183): Everything is much more personal here. I meanwhile know hundreds, nearly thousands of tour guests. We do realise an aspect of individualisation”

(185-190): “We have very big successes with our follow-up meetings. Then, Edith H. from our branch office often offers a regional typical snack, because she likes cooking a lot. Then we are here in the office, first we have looked at the photos. Strictly speaking, we experienced a cultural offer. Afterwards, that's something like a family, where many people get along well, nattering amongst another”.

**More pessimistic coloured:**

(84): (Comment: in a problematic situation) “Nervousness, being nerved, being stressed, feeling overburden, that's clear of course”.

(275-281): (Comment: about the evaluation of limits, colleagues have) “ ... to the limits of the colleagues. Because I can't give much more to Mrs. B. That's she doesn't want. There is no interest. Mr. M has got a lot of tasks, but normally he works on demand too, and that's he is doing good. But I would never give to him - like in former times to Natalia W. - the task booking hotels, sending out room-lists, etc. For that, in my mind he made too many mistakes. That's I meanwhile better like doing myself”.

(479-481): “But about expansion: this train just left. What's about? Better having core audience. Less trips”.

(520-526): (Comment: about expansion of the company) “Yes, but there I have a complete other conception; just in face of the international situation. Why should I dream to expand ... and where? With long-distance trips? This, I have no idea about ... Of course, that is just different. We can't get an organiser for Turkey-trips in the next ten years. For Scandinavia, there are tour-operators enough. I've never been there. I never was in England. I just must have a look, which piece of the cake remains; and this piece I must save, that's I must stabilise”.

**Personal importance: 'feels himself minimum as important as others' versus 'doesn't feel himself as so important'**

**Feels himself minimum as important as others:**

(197-200): „Many clients know me, I know many of them. Just by this double offer of cultural lectures and trips. Other entrepreneurs, how I differ from them? That's difficult to say. Probably, I engage myself very hard, very individual”.

(213-215): “If another chaperon of our company accompanies the guests, I'm organising that perfect too, because I always think: if necessary, I could step in for another chaperon, should step in”.

(229-230): “Yes, I think so, I just do that very individual too. Giving as input the own name and the own personality”

(238-239): “Many clients surely say Klaus (my forename) 'tour-operator', that is our travel-agency; but the other chaperons are just accepted as well”.

Doesn't feel himself as so important:

(543-546): “Let's say this: I see myself more as a self-employed person, perhaps I am an entrepreneur too, but I am not a capitalist. I'm not concerned about the money, I'm concerned about contents. Bringing interesting things on our trips to other people. In a likable community”.

**Own characteristics: 'more convinced about the own good characteristics' versus 'less convinced about the own good characteristics'**

More convinced about the own good characteristics:

(197-200): „Many clients know me, I know many of them. Just by this double offer of cultural lectures and trips. Other entrepreneurs, how I differ from them? That's difficult to say. Probably, I engage myself very hard, very individual”.

(246-248): “I can see that by the regular guests ... To people who don't like it, you can't do perhaps nothing in the right way; they don't like my style, they are perhaps comical by themselves”.

(280-281): (Comment: valuation about a colleague) “For that, in my mind he made too much mistakes. I meanwhile prefer doing that better by myself”.

(760): (Comment: about sales approach) „Of course, that's I just do in a kind way”.

(780-781): (Comment: about the contact with delivery men and colleagues) “Good. That means, that happens in a kind way and not so, how it is in some companies ...”.

(828-829): “We are all conscientious here, I am conscientious. Conscientiousness in our branch of trade just is the A and the O”.

(1011-1013): (Comment: about being CEO) “Being the 'head' there, and willing to be that, that's I find good. But bringing oneself as person into the focus, without having results, that's I feel very embarrassing”.

Less convinced about the own good characteristics:

No exploitable statements found.

**Assertiveness: ,is more able to assert the own opinions' versus 'is less able to assert the own opinions'**

Is more able to assert the own opinions:

(604-610): “Yes, there I try handling that professional. We just now had a trip to northern Italy. There was a bus breakdown. The quest had to wait for five hours. Then, I was called. I called to the bus driver, the traveling companion and said: at first, the

guests must have something to eat. Everybody has a budget of 10 € for eating and beverages. Then, we couldn't realise one program item. Then I called there several times more ....”.

(625-629): (Comment: about a difficult, the trip process changing occurrence during a trip) “For example ... there I called immediately to the agency after speaking with the clients. Changing the contract ... how to do that.... Everybody has undersigned. The contract is another one. Half of the costs are payed by the clients, the other half by us .... bus company has started with a bus. Well, then I must get active.

(856-860): (Comment: separation from people who are not conscientious in the work flow) “Yes, of course. We do not need people here who are meaning they can lie and swindle, etc.

#### Is less able to assert the own opinions:

(255-260): “Yes, I must say that is more a weak point we speak about here. This moment, it's calm here the last 3 years, but there many things went wrong. Out of my side extremely caused by the fact of my absence over 3 to 4 months a year. And when the cat is out of the house, the mice are dancing on the table; so that concerning the staff, in the last years here has been too little continuity.

(275-277): (Comment: about a colleague) Because I can give away much more (work) to Mrs. B. She doesn't want. She is not able to do that. There is no absolutely interest at present”.

(794-799): (Comment: about the attitude of a colleague) “And with her; she just gets immediately cheeky and stroppy. If I say something to her, three days later she's just forgotten it again. There, I could get aggressive and romp around, saying: 'But every time when we finish here, you empty your waste-paper'. That brings nothing at all. She frustum does this not or she forgets it. There, from my side then is a certain resignation. That brings nothing”.

(809-813): (Comment: about a colleague) „Until I said to her that I must reduce her on 360 €. I should have said to her: If you don't agree, then I'll fire you. Then she would come into trace. Because she needs the money urgently. But then, she takes a risk like pushing one's luck again and again. And that, for me is too foolish too. Coming back from a trip, there I have ... that's a lack of leadership”.

(869-870): “With the staff, I always must do compromises, equilibrating that”

#### New tasks: 'likes doing new tasks' versus 'doesn't like so much doing new tasks'

##### Likes doing new tasks:

(347-357): “Presently for example, I am planning the complete program, the complete catalogue. That's going peu à peu. Then I analyse the catalogue of the last year, chancel trips which proved a failure; or those which have been offered again and again. Trips which had success like the Baltic, Görlitz-Wroclaw-Krakow, which are 'standard-burners', they stay in the program. And then, I look for ... I just do that all with a system. I look in the trip-pool, what we didn't offer during the last four or five years. I think about, bringing that back into the program. Then, in a calm minute so on Friday in the

afternoon, with a cup of coffee I study the catalogues of other tour-operators: What's interesting? I tear out the pages, so that with a system I develop my complete catalogue".  
Doesn't like so much doing new tasks:

(441-446): "That definitively is a weak point. I am so involved into the every-day business, travel companion, organisation here, that these forward-looking aspects, that they are not so in the focus as it should be. Having more time, there would be more acquisition concerning the cooperation partners, or looking for more tour-guides. In principle, that is a little bit outstanding".

**Future expectation: „positive with the expectation to succeed with problems“ versus „less positive with a lower expectation to succeed with problems“**

Positive with the expectation to succeed with problems:

No exploitable statements found

Less positive with a lower expectation to succeed with problems:

(559-565): (Comment: about the evaluation of the entrepreneurial situation) "But the business-goal for me would be, configuring the status quo a little bit, enlarging that a little bit or completing that. But there, I have no illusions. We will not double the turnover in five years. Never! For me and my business partner, the preservation of the company is quite good. This by coming out with stalemates in the balance sheet for 10, 15 years in this shark tank of so many competitors. That's I think, nowadays is just a merit".

**Acceptance-expectancy: ‘high acceptance-expectancy by interaction-partners’ versus ‘not so high acceptance-expectancy by interaction-partners’**

High acceptance-expectancy by interaction-partners:

(312-317): "And now, I developed a very, very good contact to Lufthansa City Center. There I call and say: 01.08. till 15.8. flight xyz. They automatically look for the best flight times... in former times, that was done very longsome by Natalia W. too, because there we had such a consolidator as flight-provider which didn't work so individual at all. They invited me several times for a meal. They are seated at Bremen".

(404-409): (Comment: Answer on demands from the clients if the trip will take place) "If they ask me: Will the trip function? Then I say: Well, at moment that's about fifty-fifty. I have the hope that it happens, but I can't confirm that definitely. Don't worry about that, please. For me its untrustworthy, telling falsehood to the people. Because one day I meet them again and then they are angry with me. They are angry with me when I cancel the trip, but if I've sold them for stupid, then they are so angry that they will never travel again with me".

(641-646): (Comment: about a chaperon who very short-term was demanded to accompany a trip) "There, he was stink angry and he sent to me a letter that I was bewildered. Yes, by cancelling this trip ... I did that too late ... but that's not true ... so shocked. And currently, this man is on the plan for a trip, and there we have 36 people including the photographer ... Rome ... and he writes to me: Immediately, I am no longer available. And that of course, I really felt bad".

(887-888): “But a minimal leap of faith must be there, you can’t see always the negative in the other person”.

Not so high acceptance-expectancy by interaction-partners:

No exploitable statements found.

**Anxiety: ‘lower’ versus ‘higher’**

Lower:

No exploitable statements found.

Higher:

(117-120): (Comment: concerning the coming to terms with displeasing news) “That’s I admit, I do that, and then I wait on a moment, in which I am in a good mood - in which other things are running well, perhaps three or four tour-declarations came in, or something else good happened – and then I take a deep breath and call to them”.

(286-288): “The anxious is there, exactly. The anxious is there, I must do all that by myself. The anxious is there and will be … Yes, but anxious is not so extremely present, I got used to it. If that is going on over years like this, you don’t know that anymore”.

(294-295): “Well, the anxious is somewhere there, but not so grave. That’s for me a normal daily routine”.

**Capability, decision making and responsibility: ,is more overrated’ versus ‘is more underrated’**

Is more overrated:

(981-986): (Comment: about thoughts working no longer as self-employed) “After so many years, I cannot imagine at all, integrating somewhere really. Being in a business from 9 a.m. up to 4 p.m. … Perhaps organising something self-employed for somebody else… Yes, doing distributor services for another company, that would not be bad, that’s I could be able to imagine. But doing a pure office-job, that …”

(1001-1011): “Being not willing to be the head, you should not get self-employed. I find, that is an important attribute for a good entrepreneur, being involved, exercising in the first row. If you feel like only profiling yourself always, that are bad preconditions. But if you hold yourself always only so in the background, then that absolutely doesn’t function; then the others have a dance on your nose. I feel profile-neurotic people insufferable. But so as we do that here I just claim … We are exercising in the first row by the things we are doing. That is just another thing. Here, the thing is standing in the midpoint, and not we as person. We just do not tell that we have the most beautiful haircut, the best clothes, the most likable eyes. But we just do something by work, by things, by activities”.

is more underrated:

(56-60): “Problems remain, because I must just do all the necessary between the trips. The bills must be paid here, there are the necessary emails to the agencies in case that something must be changed … that must be done; so that things, being in real important but do not have a destructive result in the all-days business, firstly are put into the background. Unfortunately!”

(153-157): “But some trips, I then have just ready planned not before March. That’s normal that the trips for October are not ready with planning before March. But in normal, that are exactly those trips, I have no idea about. If I know that, things are just done in November or December. Well, I would name it a blockade, a distance-blockade, because there ...”

(534-537): “You never can earn much money here. But in the next years, I want making ends meet. And if I have done that, then getting with good healthiness 70 years old, I can be happy, looking back then.

(942-945): (Comment: about working really structured) “No, no, that would be too much for me. No, that’s I can’t do. Reminder, yes. But not concerning information. For that, I have too much information. We have so many catalogues here, every week. I can’t manage that”.

### **Insecurity: ‘more less’ versus ‘bigger’ insecurity**

#### **More less insecurity:**

No exploitable statements found.

#### **Bigger insecurity:**

(132-133) “Blockade, let us say blockade. Because – how to say - there is not such an emotional engagement. Now, I was in the Baltic States several times. Yesterday, I organised the Baltic tours in two hours. The first time, I needed weeks for this .... . If something is well known and I did it many times, I do that with more pleasure than knowing nothing about that. Because then, I am somehow in a swamp”.

(162-163): (Comment: about starting with until now unknown themes) “But if I have zero imagination, then I am in the dark, the motivation is reduced”.

### **Own targets: ‘rather high’ versus ‘rather low’**

#### **Own targets: rather high**

No exploitable statements found.

#### **Own targets: rather low**

(466-470): (Comment: about planning the future, entrepreneurial foresight) “The wish is just there. But the force and the time analysing that intensively, this absolutely is not available. There is a lac. So this ... I know, it’s about the perspectives too ... these ... Well, my vision would be, reducing in five years so on a number of 20 trips, perhaps running this company only from Bremen, but not at all resigning, but going on with this. But a little bit of stress less”.

(477-480): “Better reducing, better reducing. No more expansion. But holding that perhaps on a firm level. Well, I can imagine, instead of 30 trips 25 ... That’s I could do, that’s I could imagine. But about expansion: This train is over. What’s about that”?

(492-493): (Comment: about wishful thinking for the future) “Preservation, stabilisation. Preservation, preservation, but this by intensification and optimising. That would just be my goal ...”

(503-505): “Yes, the first step just now was reducing the trips. And in principle, my plan is working in the company as long I am fit. But less then, let’s say, with half of the power”.

(559-565): (Comment: about the evaluation of the entrepreneurial situation) “But the business-goal for me would be, configuring the status quo a little bit, enlarging that a little bit or completing that. But there, I have no illusions. We will not double the turnover in five years. Never! For me and my business partner, the preservation of the company is quite good. This by coming out with stalemates in the balance sheet for 10, 15 years in this shark tank of so many competitors. That’s I think, nowadays is just a merit”.

### **Real estate entrepreneur. Interview statements 20.07.2016**

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

#### **Criticism: ‘less receptive for criticism’ versus ‘better receptive for criticism’**

##### **Less receptive for criticism:**

No exploitable statements found

##### **Better receptive for criticism:**

No exploitable statements found.

#### **Perception: ‘more optimistic coloured’ versus ‘more pessimistic coloured**

##### **More optimistic coloured:**

(314-316): “Yes. And sensitised for all the preview I get by the wish, creating something sustainable, holding the company stable over a long time, or enlarging it”.

(330-333): (Comment: about enlarging the business fields) “And first, there we had to reflect: Are we willing to do that, are we able to do, do we have the possibilities, do we have the capacity, and can we do that concerning the work load. And then, we decided to do”

(451-453): (Comment: about the stability of always recurrent income from the flat-management) “Hmm . . . Well, yes good; here it is so that we have these things, being projectable for us too, the management of the flats. That are regular incomes too, you can make a plan about and where also . . .”

##### **More pessimistic coloured:**

No exploitable statements found

#### **Personal importance: ‘feels himself minimum as important as others’ versus ‘doesn’t feel himself as so important’**

##### **Feels himself minimum as important as others:**

(159-163): (About the adoption of ideas from others) “Yes of course, clearly, that always happens too. Hmm . . ., and many things, perhaps you have adopted

subconscious. I always have it like this, and that is coming from ... this, hmm ... . I had to learn, and that is I learnt perhaps from other entrepreneurs and my father a lot too". (217-221): "Well, I feel that it is a process of learning I go and went in the past on my way, being a boss. Hmm ..., from my sight of view, for entrepreneurial action it is important, fulfilling not all the wishes of others, but forcing clearly the way to go with the goals in mind".

(284-285): "... well, it is not my attitude, liking to give away complicated things. That's I like better doing by myself".

(946-949): (Comment: about ending the self-employment, working in the future better under the roof of a bigger interconnection of companies) "Well ... no, I do not like this idea. Yes, such an interconnection in a case that everybody remains self-employed, being free in the actions, that I think would be ok. But not in case, that suddenly somebody would tell me, what to do in our company. That would be difficult".

(955-957): „That's I actual find positive, this having the own company. Being real responsible that there will be some good results".

Doesn't feel herself as so important:

(469-471): "You always must stay a little bit on the carpet. We do what we can, and all other things we leave to others".

(931): (Comment: about the ability, bringing oneself into a position which is not in the first row) "That's I'm able to. By God, yes".

(941): (Comment: about the question, getting with the own enterprise a member in a bigger union) Yes, absolutely. Well, if it serves to the goals, always".

**Own characteristics: 'more convinced about the own good characteristics' versus 'less convinced about the own good characteristics'**

More convinced about the own good characteristics:

(110-116): "This is something too, having a big importance for myself". I always had ... I made an education as banker. And there, I realised that this: ' we did it always like this, Mrs B., and that we will do in the future too'. And that is something, I really do not like. For me, new impulses are important, as well as openness and transparency with the clients and the staff, thus working together trustful".

(401-403): (Comment: about the calculation of needed working-time) "Well, on the one hand, there is just a feeling and how you realise it, but on the other hand it is just so that you are able to evaluate roughly the needed time in hours for particular tasks".

(572-577): "That's very important for me, having really a plan what you are doing now, not trying completely confused to do something ... There, perhaps really this helps too: sleeping one night about that. The day, at which the problem arises, you are quite often really a little bit headless. But sleeping a night about that, it often is so that you then can act step by step. With a plan".

(839-843): (Comment: about the evaluation of the target-importance) "Hmm, that actually is done by me. By evaluating that. Well, there I actual have ... I have a look for it. Well, I know: Do I need this information immediately for going on with the work; or can I put it aside, looking on that in a calm minute".

Less convinced about the own good characteristics:

No exploitable statements found.

**Assertiveness: ,is more able to assert the own opinions' versus 'is less able to assert the own opinions**

**Is more able to assert the own opinions:**

(91-11): „Well, my day actually begins with the check-up of emails and post, then arranging the upcoming work into priorities, then making the work or distributing It”.

(30-32): “Well, I am really sitting here having my plan, what must be done today just in time, and what must be done else, what is important else. And that's, I distribute to all the employees”.

(105-107): “Out of my sight, conflicts must be solved rapidly, so that the main targets of the enterprise can be reached and no ‘sideshows of battle’ are opened”.

(173-176): (Comment: about steering the staff) “Hmmm, well, I here try that we do straight our thing. That just now sounds too, too .... perhaps is too hard said ... but bringing that all on a trace, yes. That in every case”.

(181): (Comment: about the functioning of the own power of persuasion in contact with others) “Yes, I have. That is functioning quite well”.

(689-693): “I realise again and again that being nice does not have so much to do with entrepreneurial action. I often realise that there are situations in which you must put the good education in the background, enforcing entrepreneurial targets”.

(693-695): “Hmm ... having target achievement, for me it's often useful, to make the requirement about what to do. And explicit words often bring out better entrepreneurial results. This experience, I made definitively”.

(737): (Comment: about a certain assertiveness) “Yes, that's you must have”.

(743-747): “I often said to my parents too: ‘Yes, I can understand the other person somehow ... but ...’. Well, either all you must have your targets in mind, and by this force the way. Having always too much understanding ... That feels good, and empathy too, but ... Yes, being always appreciative, I can't reach a lot here”.

**Is less able to assert the own opinions:**

No exploitable statements found.

**New tasks: 'likes doing new tasks' versus 'doesn't like so much doing new tasks'**

**Likes doing new tasks:**

(108-111): “... and we also have not the philosophy: ‘We made it always like this’, but we are open for new impulses. That is a thing, having a big importance for myself”.

(114-116): “For me, new impulses are important, and openness and transparency with clients and colleagues too, so that you can work together on a trustful basis”.

(249-251): (Comment: about pushing work off) “But that is seldom, because I enjoy my work a lot, and because I always have the goal in mind too. I just know, that by doing my things, I have less stress and anger”.

(284-285): “... well, it is not my attitude, liking to give away complicated things. That's I like better doing by myself”.

(850-853): "Hmm, if that are completely new information, I deal with that in a time of total sedateness. Really, in times out of the office too, or when here is nothing more ... no opening hours, no staff here. And then, it just functions".

Doesn't like so much doing new tasks:

No exploitable statements found

**Future expectation:** 'positive with the expectation to succeed with problems' versus 'less positive with a lower expectation to succeed with problems'

Positive with the expectation to succeed with problems:

(114-116): "For me, new impulses are important, and openness and transparency with clients and colleagues too, so that you can work together on a trustful basis".

(343-345): "Well, in my mind, preservation will probably still be the first goal of every entrepreneur. But I am - or well all here together - in every case are open for an enlargement. And we notice that this just happens with us".

(431-436): (Comment: about running the company across generations) "I believe, that is perhaps a little bit caused by the reason of a family business. Of course you somehow have the wish, reaching a result which then can go to the next generation; or by which the next generation can earn the fruit, however. Hmm, it is not only the expansion. For me it is important, being completely established, being an instance in principle; and yes, that the company gets preserved".

(572-577): Hmm ... It is very important for me too, having really a plan about you are doing now, and not trying completely confused to do something, but ... There, really for me often helps this sleeping a night about. At the day when the problem appears, you often are really a little bit headless. But sleeping a night about, then it just often is so that you are able, acting step by step. With a plan".

(963-968): (Comment: in case of an observed recession of the company) "Yes, then you must ... well, if that would come, of course. Then you must be open too, looking somehow to the left and to the right. Because at the first place is standing that it goes on. If you close yourself to that, then you run into the disaster, without doing something. Well, I think that such situations ... Hmm, you must always find out new possibilities".

Less positive with a lower expectation to succeed with problems:

No exploitable statements found.

**Acceptance-expectancy:** 'high acceptance-expectancy by interaction-partners' versus 'not so high acceptance-expectancy by interaction-partners'

High acceptance-expectancy by interaction-partners:

(30-32): Like preceding under 'is more able to assert the own opinions'

(173-176): Like preceding under 'is more able to assert the own opinions'

(620-625): (Comment: about networking) Hmm, yes, I' willing to bring myself into a network as long as it is not about internals of our company, or about information the rivals could use. Without this, I willingly give an input into the network. But doing that, for me it is just important, that by networking, a win-win situation comes up and that information can't be used only in a one-way direction".

(746-747): „If there is always too much understanding ... It's ok, and empathy too, but ... Yes, if I am understandingly always, I cannot reach here a lot”.

Not so high acceptance-expectancy by interaction-partners:

No exploitable statements found.

**Anxiety: 'lower' versus 'higher'**

Lower:

(234-241): (Comment: about the timidity, doing an upcoming work) “Yes, that's I know. That is so very often, if there is something displeasing – may be the client with his attitudes, may be the fact by itself. And ... But there too, we found out solutions for us. So, it is good, speaking about that. But also, if it is only about me, it is good that I can say: My mother or my father now as colleagues, it is their business somehow too, and you talk about that. But this is always a real good thing - and I am good in this - that I sleep for a night about the problems; and in the next morning, things are easy to do”.

(527-528): (Comment: about a situation you don't know how to act with) “Well, I do don't remember about a real blackout. Because, that are mostly things, you can just influence, in which way however”.

Higher:

No exploitable statements found

**Capability, decision making and responsibility: 'is more overrated' versus 'is more underrated'**

Is more overrated:

(140-142): “And you can do so many things more effective or efficient, by ordering craftsmen by email. But if they don't react, that is of course a problem for us”.

(173-176): Like preceding under 'is more able to assert the own opinions' and 'high acceptance-expectancy by interaction-partners':

(533-546): (Comment: about a complete failure of the computing) „Oh my God! There, a helplessness would be triggered! I hope, we took care on that. Hmm, yes, hmm. That of course would be ... If now really everything would be lost ... we have of course thousands of safeguard things ... But if now everything would be away, hmm ... I think, at first, I would round all involved people up, inclusive the computer specialist, and, and, and, ... I would against: What shall we do now? And that would be something too ... For me, it would be perhaps a cry for help too, saying: Please, come all on here now, and what can we do. But: somehow, that could be solved or minimum defused. Standing in front of a problem, it is often so that you don't know what to do in the first moment. But speaking about minimum helps finding out which possibilities there are. And then you just must decide yourself for a possibility, you think it is the right and target-oriented one”.

is more underrated:

No exploitable statements found

### Insecurity: „more less“ versus „bigger“ insecurity

#### More less insecurity:

(51-55): (Comment: about the question, a set plan will falter) “Hmm, then hmm, we have to gather shortly, that's so often. Things which must be done by a deadline, they must be done, there is no debate. We must comply with legal deadlines too, concerning accountings and the invitations for owner's meetings. And all the other things, well, they must be new planned again, rapid and efficient”.

(173-176): Like preceding under ‘is more able to assert the own opinions’, ‘high acceptance-expectancy by interaction-partners’ and ‘capability, decision-making and responsibility is more overrated’.

(418-426): (Comment: about the realised insecurity caused by a lower staffing level) “Just now, we urgently need some more staff again. Because otherwise, we are coming to a point on which we must say: That gets cramped. And there, you must be straightforwardly, ok? Well, that is ... It is a part of our philosophy too, that we don't accept every order; and afterwards we can't manage the work. For us, that is just very important. And that is why we now said, that we must look for a further person during the next weeks, that some person more comes here... But this not under the aspect, that then you mustn't refuse orders. Well, that would be a thing, of which I would not approve”.

(557-562): (Comment: about the upcoming of ‘unsolvable’ problems) “Not really at all. I can't remember on that. At every time, it has been something, for which you can make a call about, who will help you, or ... But ... It is just always so that you get a call, and after hanging it up you think: I now really don't know what's about. But then, I know minimum: I can ask here, or I can make a call to our lawyer, to whom we have a short wire”

(722-726): “Yes, hmm, that's I had to learn too at first, because just this ... You are used to be friendly and kind. Hmm, but that is something too, just concerning the crafts enterprises, where I can often see that something didn't function. And there, you act with a certain aggressivity, from the very beginning, so that it just functions somehow more quickly”.

(790-795): (Comment: about acting with ‘controversial’ situations) “Hmm, hmm, well, two years ago, I just would have been exploded. But meanwhile, there I am more relaxed, because I know that things like that just can appear often too. And then, I vey often say to myself: You are not upset. And the theme is done by this. Well, the controversial part then is ... not immediately ... but if that happens for two or three times, I am no longer upset about that, and the theme is eaten for me. And then, just another person (craftsman) is ordered”.

#### Bigger insecurity:

No exploitable statements found

### Own targets: ‘rather high‘ versus ‘rather low‘

#### Own targets: rather high

(312-316): “We are active, creating with the time an efficient team too. A team, willing to take responsibility, working single-handed, and on which I can trust. Well, and

sensitised to have a look forwards, I have the wish, creating something with a lasting effect – holding the business long-term on a stable level, or enlarging it”.

(324-333): “ ... probably, that depends on the situation at the real estate market, that we are confronted with so many new buildings and their project planning. We just now have a new building which will be done. Und that was ... In former times, here were made new buildings too. But some day, that here in fact was only the management and the mediation of real estate. But meanwhile, it is so too, that we are working with this project planning. And there, we had to reflect at first: Do we want that, are we able to do that, do we have the possibilities, do we have the manpower to do this work. And then, we tried it, and it functions well”.

Own targets: rather low

No exploitable statements found

### **Zoo manager. Interview statements 31.08.2016**

The denomination is about the interview-rows of the in the appendix added transcribed interviews.

**Criticism: ‘less receptive for criticism’ versus ‘better receptive for criticism’**

Less receptive for criticism:

(398-407): (Comment: about a situation, feeling criticised) “Yes, I remember several ... hmm, one case was ... completely different situations ... Mr. F., in a session of the board of trustees, at that time. When he really attacked us, trying to destroy by discussion this single-tracked - let's say - primus inter pares function of mine. This by reasons which got visible later. That was about election campaign. And that was very bad for me, that was like looking into a tunnel. A very bad situation. Because the next day, we had the assembly of the members of our zoo-union. And important ... let's say enviers and people who could damage me there ... that was an ... they were in the board of trustees.... And so for me the big trouble arose that you get negative presented there the next day und that you can't reach your targets ”.

(469-477): „Well, I would be irritated by ... : For example, a short time ago, we had this project ‘Enterprise value of human resources’ here. And there is made a view from a global, a superordinate perspective: Are there any fire sources in the zoo? In the communicative sector but also in the leadership sector. And well, there you rapidly are rather naked. And if I would have been taken in the focus there, that would have been irritating for me. The irritation would have been there by my understanding about leadership. Because there, I see myself completely different, that would have hit me. Thanks God, everything was in the green sector and it hit my colleague”.

(482-485): (Comment: about a situation, making personally affected) “Well, in that case, the staff refuses the allegiance. In case the staff can't deal with the boss. Not with his strategy or his type, not with the style of leadership ... that would hit me. By that, I would be really affected. But that is depending again on the style of leadership ”.

Better receptive for criticism:

No exploitable statements found

Perception: 'more optimistic coloured' versus 'more pessimistic coloured'

More optimistic coloured:

(113-115): (Comment: about the own perception in comparison with other entrepreneurs) "Two differences: willing to take risks and decisive. In parts, extremely patterned. And on the other side: creative. Well, I always try, finding solutions for problems".

(307-313): "And now the first time, since I am working here as CEO, I am ready to say: Meanwhile, I like the zoo, after we are ready with the development. The next steps which are coming now, very conscious are directed on this unique feature of the woody and hilly topography with alleys in the treetops. There, I just think that we will really have a unique feature. And that for me too, is the most important correcting variable: the product and how the client does see it".

(363-368): (Comment: about the ability, combining things from different sectors) "Yes, that's it. A new adventure-landscape zoo was such an example. Where you could experience the possibility of an application for support concerning this adventure-landscape. The goal has been ... At first, I could see that money came in, because we wanted to bring people nearer to this adventure-landscape. And then at first, you must develop such an idea, before you can start constructing such an adventure-landscape (here: an under-the-earth-zoo)".

More pessimistic coloured:

No exploitable statements found

Personal importance: 'feels himself minimum as important as others' versus 'doesn't feel himself as so important'

Feels himself minimum as important as others:

(59-62): (Comment: about delegating or doing the work by oneself) "In parts, in other parts I do it by myself. So, in many sectors, for example controlling, that's I do by myself- In the sector of fundraising, I quasi give the directives. But for example .... Yes, no, in most of the cases ... I'm rather self-sustaining because we are very thin structured".

(116-118): "I am good in developing things by myself. Out of myself, just in the sectors of fundraising, sponsoring, marketing".

(381-385): "... and so, using the time consciously; being creative and by this changing with creativity a blank sheet into a black one, where I am fully under power. Funnily enough, then everything is running under full power .... and by this, sometimes are created ideas ..."

Doesn't feel himself as so important:

(181-183): (Comment: about the own position in the company) "Member of staff. I am wondering about. Some people write: the boss said ... I am irritated by that. Particularly, because my style of leadership really is a completely other one".

**Own characteristics:** ‘more convinced about the own good characteristics’ versus ‘less convinced about the own good characteristics’

More convinced about the own good characteristics:

(59-62): Like preceding under ‘feels himself minimum as important as others’

(116-118): Like preceding under ‘feels himself minimum as important as others’

(207-208): ”But, it’s always important, standing for a moment aside oneself, reflecting: So, what’s about”?

(322-327): “Yes, developing impulses further on, that’s a very own nature I have. That always was my unique nature. So, it was always, just in my first job at Telekom. I always wanted opening new ways, setting new impulses, swimming not in the main-stream, but doing my own thing. This of course, I can realise here very well, being here in a leisure-market. And for me it is important now, hmm ... having again about 10, 12 years in the business”.

(774-776): “I feel myself as a team-player more, but of course I just have the general management here and I exactly know where to go with the zoo here”.

Less convinced about the own good characteristics:

No exploitable statements found.

**Assertiveness:** ‘is more able to assert the own opinions’ versus ‘is less able to assert the own opinions’

Is more able to assert the own opinions:

(144-149): “You must be calculable in your leading style. That’s very important. I experienced, a person being not calculable, can lead authoritarian one time, having a laissez-faire leading style another time, but will have problems everywhere. Because there is nothing ... no clear handwriting. I am fair and suitable, but hard and target oriented too. And that’s what is appreciated by everybody here”.

(254-258): “But I am just an impulsive guy too. Thoroughly too, hmm, if there sometimes, hmm, things are running not so well. A guy, who can get somehow sultry too. But that has got better in the last year. But I am impulsive at all. I just want to reach things, want to enforce and implement things”.

(545-547): (Comment: about requests and demanded wishes on the factual level) “Well, that’s always about one thing. I just now argue on the factual level, and not about the style of communication. And on the factual level, you must take care, distributing not too many gifts”.

(581): (Comment: behavior towards suppliers) ”There I am just mafia. Extremely tough”

(585-586): (Comment: concessions to suppliers) “No, zero. Zero point zero. Kind, yes. Communicative and so, no question. But in the subject, not at all”.

Is less able to assert the own opinions:

No exploitable statements found.

**New tasks:** ‘likes doing new tasks’ versus ‘doesn’t like so much doing new tasks’

Likes doing new tasks:

(33-38): “What I am doing just now, since one, two years is, taking free time-windows for such strategic important things. Let me show that with a sample: the project

configuration with the ‘N-bank’. The project about the application for support. For that, there is no time in the daily routine. For that, you just take a timeout or a free time-window. And for this time-window, the theme is brought into the calendar”.

(190-194): „The controlling I do by myself; I set the impulses in the marketing-sector. But I also do ... let's say ... things in the fundraising sector completely by myself, still until today ... They just realise that the sound here is functioning a little bit different from other companies. Because the operative business too is very important for the CEO”.

(225-227): “In parts, I am also a creative-scatterbrain. That, then is the other side of the personality. That must be captured and structured here by my secretary”.

(242-247): (Comment: about planning the year) “There, the key aspects of the past year are checked; then the new key aspects are fixed. Partial, there I define goals for me too. And then, the budgets are made for the next year. That is just a complex process; and with this, you steer yourself the complete year a little bit too. Thus, the main-aspects are done”.

(353-358): “Many ideas are simply flying to me, and I nearly handle that by a reflex. Many decisions are derived from that. And that automatically depends on decisiveness. But if you only have intuitions, not acting with them, that also is nothing. It is just so, that I am inspired often: That can be a meaningful thing, let's do it”.

(378-383): “On the other hand .... Going for a walk and thinking ... with a bone in ... and reflecting by this ... one time the bone is fundraising, the lion activities, one time the bone is in the marketing sector .... And so, using the time consciously; being creative and by this changing with creativity a blank sheet into a black one ...”.

(580-589): (Comment: about the concrete work with a new project) “I better start that from the other side, so that in fields of themes ... there I have a look what the zoo of Leipzig did at that time when they constructed a new lions-area. How did that look like? How perhaps you can adopt several things. The information, I get by internet. That is a wonderful thing, you can realise elder themes immediately, evaluating them and reflecting by oneself. Hmm ..., that you perhaps adopt things from there, developing them further on, or ... Well, that's I'm doing always. I also have a look into the social networks, they can be interpreted for the zoo. I very consciously have a look about what is happening in other zoos, by reading about in the local newspapers”.

Doesn't like so much doing new tasks:

No exploitable statements found.

**Future expectation: „positive with the expectation to succeed with problems” versus „less positive with a lower expectation to succeed with problems”**

Positive with the expectation to succeed with problems:

(116-118): Like preceding under ‘feels himself minimum as important as others’ and is ‘more convinced about the own good characteristics’

(243-245): (Comment: about planning the future) “There, in parts I give goals for myself too. And then, there are also defined the budgets in the year for the next year”.

(274-276): “We have a good planning, a good strategy. That is well accepted. Caused by these Jourfix with the colleagues too ... we also have a bigger course of action ...”.

(304-307): "But at the end, it is a vision here how the zoo, the product is placed at the market. That is crucial. There, the view to the right and to the left is important, the view to the competitors. But it is important too, that you develop your own profile".

(317): "... but at the end you must know, where to go with the zoo".

(346-349): "And actually, we are on the way, constructing a real red line. This by the way of the orchestration, the routing of the visitors. This, by increasing the value of this woody and hilly area, we have".

(456-460): "... I have a worst-case scenario. For those things, you can perhaps see at the end, but you hope about that they will never come. If something is happening out of a situation, then you evaluate this case rapidly. Then, you try to work off the worst things at first. Then, you are safe. Then, you know what can happen at all".

(647-649): "And there, I immediately see if a project has stopped or how the status quo is. And then, I give impulse in this. Just give gas ... "

Less positive with a lower expectation to succeed with problems:

No exploitable statements found.

Acceptance-expectancy: 'high acceptance-expectancy by interaction-partners' versus 'not so high acceptance-expectancy by interaction-partners'

High acceptance-expectancy by interaction-partners:

(412-418): (Comment: about the problematic, being personally damaged by a thing about the working-process) "Yes, it was so in that case ... There, first time I had something like a feeling of helplessness. But then, I work with this very stringent. Then I say to me ... I try timbering something like a worst-case scenario. The worst case: you are shown negative, that is printed in the newspaper, and by that you have a loss of reputation, and then it is difficult to run the zoo further on undamaged as CEO. Well, there was about a lot. And then, the question was: how to handle that"?

(469-477): Like preceding under 'less receptive for criticism'

(563-564): (Comment: about the acceptance by the colleagues) "No, I' always wondering myself ... Well ... I don't have an authoritarian style of leadership, but they accept me all here".

Not so high acceptance-expectancy by interaction-partners:

No exploitable statements found.

Anxiety: 'lower' versus 'higher'

Lower:

(422-427): (Comment: about handling a controversial problem) "And that, I obturated immediately, by just in the morning .... I must say, that are days, in which I am wearing a protective armour. There I go inside, there I am like the eye in the storm. There is no breath of wind, nothing. There, I am totally focused then, and completely calm too. Then, you can just enjoy it. I found myself, having just fun, fighting now against that".

Higher:

No exploitable statements found.

**Capability, decision making and responsibility: ,is more overrated' versus 'is more underrated'**

**Is more overrated:**

(59-62): Like preceding under 'feels himself minimum as important as others'

(87-96): "But, I am .... hmm ... well prepared by the fact, being able quite well for a differentiation between short-term, middle-term and long-term on the one side, but also between importance. As sample: I work with this matrix: important, not important, important, urgent, not urgent. Urgent and important of course are the most important things. But not important or not urgent ... you do it either immediately, or you through it away. Before there are lying for me the yellow slips of paper somewhere at the phone: You must do a call there, you must have a short discussion here ... Hmm, that are things you mustn't push in front too long. The other tasks, I bring into the hold-file".

(113-115): Like preceding under 'perception more optimistic coloured'

(132): Comment: about a positive handling with difficult things) "Yes, where many people then get cold feet too".

(322-323): „Yes, developing the impulse further on, that is a unique property, I have. That has been so with me always".

(353-358): Like preceding under 'likes doing new tasks'

(449-452): " Yes. Yes. I examine the worst of all cases and think about how to prevent that, or how to act with the situation. For example, if we would ... hmm ... go into bankruptcy, or if we would not be no longer solvent. There too is the question: how to handle that".

(640-643): „We are so scare positioned here, that I as CEO minimum know all projects and can evaluate them concerning the contents. And by the technics of hold-files, I can see if some things didn't run".

**is more underrated:**

No exploitable statements found.

**Insecurity: ,more less' versus ,bigger' insecurity**

**More less insecurity:**

(132): Like preceding under 'capability, decision-making and responsibility is more overrated'

(422-427): Like preceding under 'lower anxiety'

(449-452): Like preceding under 'capability, decision-making and responsibility is more overrated'

**Bigger insecurity:**

No exploitable statements found.

**Own targets: 'rather high' versus 'rather low'**

**Own targets: rather high**

(148-150): "And everybody appreciates, that here the things (targets) are standing in the middle-point.

(155-160): “In most of the cases, I give the written goals to myself, the business plans, etc. Here in the team, we have more soft factors, although we try, all that in the business-sector for example, or by planning the budget with the costs,... that is just clearly defined. And there, of course we have leadership talks, ending in very clear numbers and target definitions”.

(324-325): “I always wanted opening new ways, setting new impulses, not swimming with the mainstream, but doing my own thing”.

Own targets: rather low

No exploitable statements found.

Annex B      Tour operator. Interview statements 05.08.2016



Annex C      Real estate entrepreneur. Interview statements 20.07.2016



Annex D      Zoo manager. Interview statements 31.08.2016



The interviews here are attached “only” as files. They are about 85 pages with for each document numerated lines. These line numerations are used by presenting the results in annex A. Implanting the interviews here directly, would bring all used file numbers into a complete disorder. The interviews are often argued in a colloquial German with slight dialect colouring. In the quoted interview passages, an attempt was made to preserve this uniqueness in the translation as far as possible.

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1    **Interview Reiseveranstalter am 05.08.2016**

2

3    **Frage 1**

4    **Ich möchte Sie bitten mir zu erzählen, wie Ihr unternehmerischer Alltag aus-  
5    sieht, welche Aufgaben zu erfüllen Ihnen dabei besonders wichtig ist, wie Sie  
6    dabei vorgehen, und wie Sie Ihren Arbeitsalltag planen, um alle anstehenden  
7    Aufgaben bewältigen zu können.**

8

9    **Reiseveranstalter**

10    Es geht hier um meine Tätigkeit bei der Firma ReiseKunst. Ich habe verschiedene  
11    Tätigkeitsfelder zu bearbeiten. a) die Organisation von Reisen, b) die Begleitung  
12    von Reisen. Bei der Organisation von Reisen hab ich die Aufgabe, die notwendigen  
13    Buchungen vorzunehmen. Ich buche z.B. die Busse, die Flüge, ich habe die  
14    Aufgabe, die die Programme, die Detail-Programme für die Reisen zu erarbeiten.  
15    Da werden inhaltlich Konzepte, Programmideen umgesetzt. Die werden dann  
16    auch von mir in eine Layout Druckform eingefügt. Ich buche die ganzen Hotels  
17    für unsere Reisen. Das ist so der Buchungssaspekt. Der zweite Aspekt im Vorfeld  
18    ist die Planung der Reisen. Im Moment z.B. sitze ich an der Planung für das Ge-  
19    samtprogramm, für den Gesamtkatalog 2017. Reiseideen werden neu kreiert. Rei-  
20    sen aus den letzten Jahren werden übernommen, die sich bewährt haben. Reisen  
21    werden praktisch für eins, zwei Jahre heraus genommen. Dann bin ich hier auch  
22    tätig in Bezug auf das Finanzielle, auf das bezahlen aller Rechnungen. Ich über-  
23    prüfe jeden Tag, wenn ich hier bin, die Kontostände, bekomme dann die Rech-  
24    nungen vorgelegt oder erhalte sie über Email. Die überweise ich und gebe dann  
25    diese Rechnungen an die Buchführung weiter. Eine weitere Aufgabe ist Akquise  
26    von Reisebegleitpersonen durchzuführen und Akquise von neuen Kooperations-  
27    partnern. Das wären schon mal gewisse Tätigkeitsfelder, die so das Organisatori-  
28    sche betreffen. Außerdem bin ich so zwölf, dreizehn, maximal vierzehn Mal im  
29    Jahr tätig als Reisebegleiter, in der Regel zwischen sechs bis acht Tagen. Da hab  
30    ich dann die organisierten Reisen zu begleiten, hab den Kundenkontakt, den Kon-  
31    takt zu den Führungspersonen, Busfahrern, Hotelrezeptionisten vor Ort.

32

33    **Schenk**

34    Passiert es dadurch, dass von den anderen Aufgaben, die eben gerade beschrieben  
35    worden sind, Dinge liegen bleiben, oder wie greift das dann ineinander? Denn so  
36    viele Mal weg sein bedeutet dann ja auch möglicherweise einen Stillstand hier.

37

38

39

40 **Reiseveranstalter**

41 Leider bleiben viele Dinge liegen. Ich würde ohne Stress diese Organisationstä-  
42 tigkeit im Jahr abwickeln können. Wir organisieren ja im Moment 30 Reisen, das  
43 waren bis vor eins, zwei Jahren 40 plus Begleitung der Reisen. Das war zu viel.  
44 Ich würde im Jahr 40 Reisen ohne Bedenken organisieren, durchführen können,  
45 wenn ich kaum Reisebegleitung machen würde. Dadurch aber, dass ich 10, 12, 13  
46 Mal im Jahr unterwegs bin, häuft sich Vieles an, wenn ich von einer Reise wieder  
47 komme. So dass zwischen den Reisen in der Hauptsaison, die so vom März/April  
48 bis Oktober zu definieren ist, oftmals nur Schadensbegrenzung gemacht werden  
49 kann.

50

51 **Schenk**

52 Das heißt also, es bleiben auch mal Probleme liegen, die dann auch mal negativ  
53 wieder auf Dich zurück schlagen können?

54

55 **Reiseveranstalter**

56 Es bleiben Probleme liegen, weil ich eben alles Notwendige zwischen den Reisen  
57 erledigen muss. Die Rechnungen müssen hier bezahlt werden, die notwendigen  
58 Emails an die Agenturen, wenn noch was geändert werden muss... Das muss erle-  
59 digt sein, sodass Dinge, die eigentlich wichtig sind, aber jetzt im Alltagsgeschäft  
60 nicht so zerstörerisch wirken, erst Mal auf Halde gelegt werden müssen. Leider!

61 **Schenk**

62 Kommt das denn vor, dass dadurch dann auch Rechnungen mit Mahnungen belegt  
63 sind, oder ist jemand hier, der bezahlen kann?

64 **Reiseveranstalter**

65 Hier ist eigentlich keiner, der bezahlen kann. Rechnungen mit Mahnungen erhal-  
66 ten wir so gut wie nie, weil ich die innerhalb der Frist normaler weise bezahle.  
67 Beziehungsweise bezahlen muss, bei Agenturen, Hotels im Voraus. Sonst be-  
68 komme ich die Hotelvoucher oder Agenturvoucher gar nicht. Insofern bezahlen  
69 wir eigentlich unsere Rechnungen immer firstgerecht. Der Rest geht ja per Last-  
70 schrift etwa an die Fluggesellschaft, so dass wir Mahnungen eigentlich kaum ha-  
71 ben. Und wenn, dann geringfügig, die das Geschäft nicht beeinträchtigen.

72 **Schenk**

73 Also würdest Du schon sagen, dass der Job in der Sommer Halbzeit oder in der  
74 Saison halt sehr Stress belastet ist?

75 **Reiseveranstalter**

76 Bis vor einem Jahr ja, jetzt ist stressbelastet auch, aber jetzt wurde reduziert auf  
77 30 Reisen, ohne dass großartig die Marge auch zurück gegangen ist. Dadurch ist

78 Stress weniger, denn ein Drittel weniger, ein Viertel weniger Reisen zu organisieren, das bedeutet natürlich ein paar Arbeitsstunden mehr zur Verfügung zu haben.

80 **Schenk**

81 Und was bedeutet das für Dich persönlich, wenn so Situationen auftreten, wo so  
82 alles eng wird? Auch für Dein eigenes Grundgerüst?

83 **Reiseveranstalter**

84 Nervosität, genervt sein, gestresst sein, überfordert fühlen, das ist natürlich klar.  
85 Dieses Jahr ist das ein bisschen weniger, weil auch zwischen den Reisen etwas  
86 mehr Luft ist. Einige Reisen fallen auch aus. Ich hatte es schon im Extremfall vor  
87 ein paar Jahren mehrfach, dass ich nur so ein Tag oder zwei Tage zwischen zwei  
88 Reisen hatte. Das drei, vier Mal hintereinander. Da ist bei der vierten Reise so 'n  
89 bisschen schon die Luft raus.

90 **Schenk**

91 Und wie gehen Kunden dann damit um, wenn Reisen ausfallen?

92 **Reiseveranstalter**

93 Wenn Reise ausfallen, ist das immer negativ für die Kunden. Wir bemühen uns,  
94 die Reisen rechtzeitig im Vorfeld aus Fairness Gründen abzusagen, in der Regel  
95 acht, sieben Wochen vorher. Ich rufe oft die Kunden auch an, weil ich viele per-  
96 sönlich auch kenne, und versuch mit Engelszungen die zu motivieren, umzubu-  
97 chen. Was etwa erfahrungsgemäß in 30, 40, 50 Prozent der Fälle auch gelingt.  
98 Denn die haben ja ein großes Interessensrepertoire, und dann sagen die: Ach, fah-  
99 re ich lieber da mit, da wollt ich so oder so immer schon mal hin. Aber Absagen  
100 sind immer negativ. Das ist klar.

101 **Schenk**

102 Baut sich da bei Dir sowas wie ein schlechtes Gewissen dann auf?

103 **Reiseveranstalter**

104 Natürlich! Diese Anrufe öhmmmm: Hallo, guten Tag, tut mir leid, Ihre Reise fin-  
105 det nicht statt. Wollen Sie demnächst da und da mitfahren? Dies schiebe ich gerne  
106 zwei, drei Tage vor mir her. Das mach ich sehr ungern. Wie ich auch sehr sehr  
107 ungern die Emails, obwohl das pro Reise dann nur ne halbe Stunde ist, ungern  
108 raus schicke an die Busfirma, an die Gästeführer, an die Hotels. Das ist eigentlich  
109 Routinearbeit, aber die mach ich mit einem radikal anderen Gefühl, als dass ich  
110 eine Reiseabrechnung durchführe und sehe: Da ist ein vier- oder fünfstelliger  
111 Plus-Bereich übrig geblieben.

112 **Schenk**

113 Das heißt, man schiebt da auch schon mal und sagt: Komm, Du hast noch drei  
114 oder vier oder fünf Tage Zeit, bevor ich die schlechte Nachricht aussprechen  
115 muss.

116 **Reiseveranstalter**

117 Das gebe ich zu, mache ich, und da warte ich dann auf den Moment, wo ich dann  
118 gut gestimmt bin, wo andere Dinge laufen, vielleicht drei, vier Anmeldungen ge-  
119 kommen sind, oder irgendwas anderes Gutes passiert ist, und dann atme ich durch  
120 und dann rufe ich die an. Hängt ja auch davon ab, wie ich die kenne. Die werden  
121 ja sowieso schriftlich benachrichtigt, die Gäste. Aber in der Regel telefonier ich  
122 dann noch mal hinterher. Aber das ist so, gewisse Dinge schiebe ich vor mit her.  
123 Z.B. auch bei der Erarbeitung der Reiseprospekte. Da gibt es welche, wo ich  
124 mich 110 Prozentig auskenne. Alles ist einfach. Die mach ich in drei Stunden ferti-  
125 g. Und dann gibt es Reiseprospekte, wie in diesem Jahr Wien, da war ich noch  
126 nie. Da steh ich vor einer weißen Wand. Da gebe ich zu, da brauche ich drei Mo-  
127 nate für. Diese Pioniertätigkeit ist extrem schwierig.

128 **Schenk**

129 Das heißt, es ist also eine gewisse Angstbehaftung da, die aber aus einem nicht  
130 kennen ....

131 **Schenk**

132 Blockade sagen wir mal, Blockade, weil da auch, wie kann man das nennen, eine  
133 nicht so emotionale Bindung existiert. Jetzt war ich ja im Baltikum mehrfach. Ich  
134 hab gestern diese Baltikum Reise in zwei Stunden neu organisiert, das erste Mal  
135 hab ich da Wochen lang dran gesessen, Kataloge von andern Veranstaltern stu-  
136 diert, wie sieht das Programm aus. Wenn etwas wohlbekannt ist, wenn ich das  
137 schon zig Mal gemacht hab, mach ich das mit mehr Freude, als wenn ich gar  
138 nichts davon weiß. Weil ich dann so in einem Sumpf mich befinde. Das ist  
139 schwer, so eine neue Reise zu erarbeiten. Deswegen ist besser, erst mal vorher da  
140 gewesen zu sein. Klappt nicht immer, aber die neuen Reisen die sind extrem ar-  
141 beitsintensiv.

142 **Schenk**

143 Das heißt also Neugier auf Neues auf der einen Seite wird aber auch durch ein  
144 gewisses Unwohlsein auf der anderen Seite begleitet. Wie kommt's an.

145 **Reiseveranstalter**

146 Äh, ja. Ja Neugierde bei mir ist ja vorhanden. Nur das Problem ist, ich kann ja  
147 im Jahr maximal ein Mal, maximal zwei Mal im Jahr auf eine Info-Reise gehen  
148 aus zeitlichen Gründen, aus finanziellen Gründen auch. Wir sind ja gezwungen,  
149 neue Reiseziele zu erarbeiten, weil mir gerade in den letzten Jahren viele Ziele,  
150 Türkei, Griechenland, Israel usw. weggebrochen sind. Da bin ich schon offen für,  
151 aber eigentlich müsste ich zwei oder drei Mal im Jahr verreisen um neue Ziele zu  
152 erarbeiten. Danach würde ich dann diese Reisen auch anders angehen, nur ich  
153 schiebe die vor mir her bis Ultimo. Aber manche Reisen hab ich dann eben im  
154 März erst fertig. Das ist normal, dass ich die im März für Oktober erst fertig hab.  
155 Aber das sind in der Regel genau die Reisen, wo ich keine Ahnung hab. Wenn ich  
156 das kenne, die sind dann schon im November oder Dezember fertig. Also eine

157 Blockade würde ich das nennen, eine Distanzblockade weil da .... Wenn ich sehe,  
158 Wien, das Café, das Museum, kein innerer Film abläuft. Wenn da innere Bilder  
159 vorhanden sind, und ich denke: Mensch, sagen wir mal Baltikum, wir saßen da  
160 zusammen in dem Café, haben das gesehen, haben diskutiert, da habe ich eine  
161 innere Beziehung, eine emotionale Bindung im Guten, manchmal auch im  
162 Schlechten, und dann läuft das wie flüssiges Öl. Wenn ich aber Null Bild habe,  
163 dann tapp ich im Dunkeln, ist die Motivation reduziert.

164 **Schenk**

165 Und das kann man eben auch nicht dadurch ausgleichen, dass man sich eben  
166 selbst im Internet über Bilder, über sonst was die Informationen holt?

167 **Reiseveranstalter**

168 Mach ich doch. Ich recherchiere über Wikipedia, gucke mir die Kataloge anderer  
169 Veranstalter an, aber ich war ja jetzt auch auf 'ner Info-Reise Nord-Portugal vor  
170 vier Wochen. Die Reise läuft gut, deswegen musste ich da auch noch mal hin,  
171 weil ich nirgendwo hin fahre, wo ich noch nie war. Aber vor Ort sah das alles  
172 anders aus als anhand des Katalogs eines Mitbewerbers.

173

174 **Frage 2**

175 **Haben Sie schon einmal beobachtet, dass Sie sich in Ihrem Handeln von an-  
176 deren Menschen unterscheiden, insbesondere aber auch in Ihrem unterneh-  
177 merischen Handeln von anderen Unternehmern? Welche Unterschiede sind  
178 Ihnen aufgefallen?**

179

180 **Reiseveranstalter**

181 Fangen wir mal bei anderen Unternehmen an, bei diesem zweiten Punkt. Hier bei  
182 uns ist alles viel persönlicher. Ich kenne mittlerweile hunderte, fast tausende von  
183 Reisegästen. Wir versuchen, einen Individualisierungsaspekt zu realisieren. Wir  
184 haben ja die Vorbereitungstreffen, wir haben die Vorträge oft parallel zu den Rei-  
185 sen im Angebot. Wir haben auch ganz große Erfolge durch die Nachbereitungs-  
186 veranstaltungen, wo die Edith H. von ReiseKunst Bremen, die ja sehr gerne kocht,  
187 dann oft n' regionaltypischen Imbiss anbietet. Dann sind wir hier im Büro, wir  
188 haben erst die Bilder angesehen, genaugenommen ein Bildungsangebot wahrge-  
189 nommen. Danach ist das wie so 'ne Art Familie, wo viele eben auch sich nett ver-  
190 stehend und plaudern. Und das ist eigentlich die beste Werbeplattform für die  
191 nächste Reise. Wenn wir 15, 20 beim Nachbereitungstreffen Gäste haben, 3,4  
192 nehmen sofort Prospekte für andere Reisen mit, buchen dann auch .... Das unter-  
193 scheidet uns sehr stark von anderen Unternehmen.

194 **Schenk**

195 Das heißt, das handeln ist auch gegenüber den Kunden eher familiär ausgerichtet?

196 **Reiseveranstalter**

197 Ich würde sagen: ja. Durch den intensiven persönlichen Kontakt. Viele kennen  
198 mich, ich kenn Viele, gerade auch durch dieses Doppelangebot Vorträge und Rei-  
199 sen. Von anderen Unternehmern, wie unterscheide ich mich da? Das ist schwer zu  
200 sagen. Wahrscheinlich engagier ich mich auch sehr stark, sehr individuell. Ich  
201 lebe ja für Kunst, bin da Feuer und Flamme, aber ich würd jetzt den andern Un-  
202 ternehmern so in kleineren Betrieben, wenn die selbst auch Geschäftsführer sind,  
203 oder ne Einzelfirma haben, auf keinen Fall absprechen, dass die sich nicht auch  
204 engagieren. Ich denke, das ist so ein Charakteristikum von kleinen Betrieben mit  
205 wenigen Mitarbeitern, die Reisen anbieten, dass das alles durch übermäßiges En-  
206 gagement so läuft. Wenn etwa einer von 30 Mitarbeitern für Spanien oder Italien  
207 zuständig bei einem großen Veranstalter ist, wird der sich ja nicht so 'n Bein aus-  
208 reißen. Weil der ja auch nicht den direkten Bezug zu den Kunden hat.

209 **Schenk**

210 Das heißt also, Du siehst den großen Unterschied in der Individualisierung?

211 **Reiseveranstalter**

212 In der Individualisierung, in der individuellen Beziehung. Deswegen organisier  
213 ich ja auch jede Reise ganz anders. Wenn ein anderer Reisebegleiter, oder 'ne  
214 Begleiterin die begleitet, will ich die ja auch perfekt organisieren, weil ich immer  
215 denke, zur Not könnte ich einspringen, müsste ich einspringen. Ich will ja, dass  
216 alle Führungen, alle Busse usw. gut gebucht sind, oder bei sehr vielen bin ich ja  
217 die Reisebegleitperson. Und ich hab ja keine Lust, da vor Ort Stress zu haben.  
218 Deswegen, wenn es um Führungen, Busse, Hotels geht, pfusche ich ja nicht.  
219 Wenn ich weiß: Wenn ich jetzt 'n schlechtes Hotel buche, oder 'ne schlechte Bus-  
220 firma reserviere, im dreiviertel Jahr kriege ich mit 'nem Knüppel die Prügel. Und  
221 da ist die Motivation natürlich eine andere, als wenn man das für fremde Dritte  
222 macht.

223 **Schenk**

224 Hast Du denn irgendwo mal beobachtet, dass Du Dich von anderen Reiseunter-  
225 nehmern in der persönlichen Zugehensweise auf Kunden auch unterscheidest?

226 **Reiseveranstalter**

227 Ich würde sagen, nehmen wir mal Studiosus. Sicherlich ja, da fängt ja alles in  
228 München an, hört in München auf. Aber ich kann jetzt schlecht sagen, wie andere  
229 Veranstalter das machen. Ich glaub, ich mache das schon sehr persönlich auch.  
230 Mit Einsatz so des eigenen Namens und der eigenen Persönlichkeit.

231 **Schenk**

232 Das heißt also, das Unternehmen ReiseKunst tritt eigentlich hinter der Person –  
233 das wärst Du – zurück? Dass also ein Kontakt von Mensch zu Mensch eher herge-  
234 stellt wird.

235 **Reiseveranstalter**

236 Parallel läuft das, würde ich sagen. Viel sagen, gut – wir haben ja auch nur be-  
237 grenzt andere Reisebegleitpersonen, es geht für ReiseKunst niemand anderes auch  
238 auf Vortragstournee .... Viele Kunden sagen sicherlich Klaus Reiseveranstalter,  
239 das ist ReiseKunst, aber die anderen Reisebegleiter werden ja auch akzeptiert. Wir  
240 haben ja für die deutsch-italienische Gesellschaft auch eine Reise organisiert. Die  
241 Reisebegleitung hat das auch sehr gut gemacht. Die wurde auch mehr identifiziert  
242 mit der deutsch-italienischen Gesellschaft. Aber die hat sich auch ein Bein ausge-  
243 rissen. Ich denke, die Person der Reisebegleitung steht sehr stark für die Firma. Im  
244 Guten und im Schlechten. Aber bei uns glaub ich eher im Guten, denn wir haben  
245 ja kaum Reklamationen, eigentlich so gut wie gar keine. Beurteilungsbögen, die  
246 mach ich eigentlich gar nicht mehr. Ich sehe ja anhand der Stammgäste.... Leute,  
247 denen es nicht gefällt, denen kann man's vielleicht nicht recht machen, den Stil  
248 von mir nicht, die sind vielleicht selber komisch. Aber unsere Beschwerdequote,  
249 die tendiert eigentlich in Richtung Null.

250 **Schenk**

251 Hast Du denn vielleicht schon mal beobachtet, dass auch im Punkte Zusammenar-  
252 beit mit Mitarbeitern, Mitarbeiterführung und so, Dinge hier anders laufen, als wie  
253 bei anderen Reiseunternehmen?

254 **Reiseveranstalter**

255 Ja da muss ich sagen, wird hier eher eine Schwachstelle angesprochen. Im Mo-  
256 ment herrscht ja hier Ruhe seit 3 Jahren, aber da ist sehr vieles auch schief gelau-  
257 fen. Aus meiner Sicht sehr stark dadurch bedingt, dass ich 3 bis 4 Monate im Jahr  
258 weg bin. Und wenn die Katze aus dem Haus ist, tanzen die Mäuse auf dem Tisch,  
259 sodass in Bezug auf die Mitarbeiter in letzten Jahren hier zu wenig personelle  
260 Kontinuität war. Das leidet darunter. Wenn ich den ganzen Tag nur im Büro wär  
261 und nicht als Reisebegleiter unterwegs wäre, wären viele Dinge hier auch anders  
262 gelaufen in den letzten Jahren. Weil ich dann mehr Kontrolle auch ausgeübt hätte.

263 **Schenk**

264 Ich hab das, ja, gut, ich habe das so verstanden, also ob eigentlich 'ne Hierarchie  
265 da ist. Öh ... einer bestimmt. Sähe das anders aus, wenn man an Mitarbeiter auch  
266 irgendwo mehr Verantwortung abgeben würde?

267 **Reiseveranstalter**

268 Das würd ich sehr gern. Das bleibt ja alles hier intern, das würd ich sehr gern. Ich  
269 gebe so viel ab wie möglich. Nur, da stoß ich schnell an meine Grenzen.

270 **Schenk**

271 An Deine Grenzen?

272

273

274 **Reiseveranstalter**

275 An die Grenzen der Mitarbeiter. Denn ich kann noch viel mehr an Frau B. abgeben.  
276 Das will die gar nicht. Das kann die gar nicht. Da ist gar kein Interesse vorhanden.  
277 Der Herr M., der hat Vieles abgegeben bekommen, aber der arbeitet in der Regel auf Zuruf auch, und das macht der gut. Nur ich würde ihm nie abgeben,  
278 so wie früher der Natalia W., Hotels zu buchen und Zimmerlisten zu verschicken,  
279 usw. Dazu hat er mir zu viele Fehler gemacht. Das mach ich inzwischen auch lieber selber.  
280

282 **Schenk**

283 Das heißt, es ist also schon die Angst da, ich muss alles irgendwo ....

284 **Reiseveranstalter**

285 Die Angst ist da, genau. *Störung durch ein Telefonat*. Also der letzte Punkt war:  
286 Die Angst ist da, ich muss das alles alleine machen. Die Angst ist da und wird sich .... Ja aber die ist nicht so stark da, ich hab mich daran gewöhnt. Wenn das über Jahre so geht, kennt man das ja gar nicht mehr anders. Es wäre anders, wenn  
289 eine Bürofachkraft, Reiseverkehrs fachkraft eingestellt werden würde. Nur die ist ja viel zu teuer, und im Moment hätte ich da gar nicht die Arbeit für, denn ich das schaffe das jetzt ja. „Sie“ (Frau B.) habe ich hier reduziert auf 360 €, war sie natürlich knatschig, wollte Arbeit von „ihm“ (Herr M.) übernehmen. Aber jedes Mal wenn sie was übernehmen sollte, hat sie mir erzählt: Ich hab keine Zeit, ich kann nicht. Und als es dann um 100 € weniger ging, .... Also die Angst ist irgendwo da, aber nicht so gravierend. Das ist für mich normaler Alltag.  
295

296 **Schenk**

297 Das heißt aber auch, man arbeitet vielleicht mit etwas minder qualifizierteren  
298 Kräften, aber dafür auf einer geringeren Kostenbasis.

299 **Reiseveranstalter**

300 Richtig. Das muss man abwägen. Denn richtige Fachkräfte können wir uns hier  
301 im Moment ja gar nicht erlauben.

302 **Schenk**

303 Und das würde der Markt auch ja nicht hergeben?

304 **Reiseveranstalter**

305 Nee, wir haben ja jetzt auf 30 Reisen reduziert. Wir hatten ja vorher 40 Reisen.  
306 Ich schaff ja die Arbeit jetzt auch. Das ist für mich nicht mehr so der super-Stress.  
307 Viele Reisen sind ja auch fertig, die sind dann hinterlegt. Das wär vielleicht auch noch mal ein interessanter Aspekt: Die Arbeit ist weniger geworden. Viele Reisen sind hinterlegt, die sind jetzt formatiert. Es hat sich sehr gut entwickelt das Verhältnis zu Busfirmen, zu Firma S. in Oldenburg. Zu Firma Z. war sowieso immer gut. Das war ja mal vor Jahren eine Sorge von mir, Busfirmen ist gar kein Thema.  
312 Und ich hab jetzt einen sehr, sehr guten Kontakt entwickelt zum Lufthansa City

313 Center in Bremen. Da ruf ich ein Mal an und sag: 1.8. bis 15.8. Flug sowieso. Die  
314 sucht mir automatisch die besten Flugzeiten heraus .... das hat früher ja auch Na-  
315 talya W. sehr langwierig gemacht, weil wir da so 'n Consolidator als Fluganbieter  
316 hatten, der gar nicht so individuell gearbeitet hat. Ich kenn die alle persönlich, die  
317 haben mich auch schon ein paarmal zum Essen eingeladen, die sitzen in Bremen.  
318 Und die wollen hier auch intensiver mit ReiseKunst zusammen arbeiten. Das  
319 heißt, durch Verbesserung von Kontakten hat sich da Vieles auch vereinfacht.  
320 Vorher musste man ewig die Emails hinschicken, das dauerte. Jetzt krieg ich am  
321 nächsten Tag die Antwort.

322

### **Frage 3**

324 **Welches sind für Sie typische Fallen und „schlechte“ Gewohnheiten, denen  
325 Sie bei Ihrer Arbeit immer wieder zum Opfer fallen, obwohl Ihr Verstand  
326 und gemachte Erfahrungen Ihnen eigentlich ein anderes Verhalten empfeh-  
327 len?**

328

### **Reiseveranstalter**

330 Ja, schlechte Gewohnheiten vielleicht Dinge, die ich doch sofort erledigen müsste,  
331 vor mir her schiebe. Schlechte Gewohnheiten und Fallen in Bezug auf andere  
332 Leute, Reisebegleitpersonen z.B. .... Schlechte Gewohnheiten .... Tja, das ist  
333 schwer zu definieren ... Vielleicht, dass ich den Mitarbeitern da zu viel zutraue  
334 und denke, das schaffen sie jetzt. Und dann wird das doch nicht so richtig erle-  
335 digt...

### **Schenk**

337 Wo man dann ein bisschen ärgerlich ist auch ...

### **Reiseveranstalter**

339 Ja klar, wobei ich mir das abgewöhnt habe inzwischen, weil ich da gar nicht mehr  
340 so viel erwarte. Schlechte Gewohnheiten .... Meine Haupt-schlechte-Gewohnheit  
341 ist, Anderen Vertrauen zu schenken, und nicht zu sehen: Vertrauen muss erwor-  
342 ben werden. Das ist sowieso meine absolute Schwachstelle.

### **Schenk**

344 Und wie sieht das überhaupt aus so mit Planungen von Dingen und Ähnlichem?

### **Reiseveranstalter**

346 Also: Planung von Dingen mach ich anhand von Zetteln noch, anhand von Excel-  
347 Tabellen, anhand von Word-Dateien. Ich plane jetzt z.B. das Gesamtprogramm,  
348 den Gesamtkatalog. Das geht peu à peu. Dann geh ich an den Katalog vom letzten  
349 Jahr heran, streiche Reisen heraus, die sich nicht bewährt haben. Oder die schon  
350 zig Mal angeboten worden sind. Reisen, die super liefen wie Baltikum, Görlitz-

351 Breslau-Krakau, die Standard-Renner sind, die behalte ich bei, und gucke dann  
352 nach .... Das mache ich schon alles mit System. In dem Reisefundus der letzten  
353 Jahre: Was hatten wir schon mal, was haben wir schon 4, 5 Jahre nicht mehr  
354 durchgeführt. Überlege, ob die wieder rein genommen werden sollen. Dann stu-  
355 dier ich in 'ner ruhigen Minute, so Freitag nachmittags bei 'ner Tasse Kaffee Ka-  
356 taloge anderer Veranstalter: Was kommt in Frage? Reiße mir die Seiten raus, so  
357 dass ich mit System den Gesamtkatalog erarbeite.

358 **Schenk**

359 Also würdest Du sagen: Schlechte Gewohnheiten in dieser Art überhaupt, dass  
360 man Dinge schiebt, obwohl man weiß: Ich müsste jetzt dran gehen?

361 **Reiseveranstalter**

362 Ja, aber so bei der Planung eigentlich nicht so sehr, weil ich weiß, da ist mit dem  
363 Stefan H. am 15. Oktober Deadline. Da gehe ich systematisch schon dran, mit  
364 System. Und wenn ich dann eine Reise organisiere, das mach ich schon mit Sys-  
365 tem; dass ich die Hotels alle anfrage, die Führungen dann in der nächsten Phase  
366 anfrage, und Busse . Da hab ich so 'n bestimmtes Konzept: Die Hotels, erst die  
367 Flüge, die Agentur, dann die Führungen, zum Schluss eigentlich dann den Bus  
368 auch.... Das mach ich nach Schema F, ganz systematisch.

369 **Schenk**

370 Könnte man irgendwo sagen, dass bei der Arbeit da ein gewisser Druck da sein  
371 muss, damit man dann auch straight ran geht?

372 **Reiseveranstalter**

373 Dieser gewisse Druck muss da sein, nur darüber brauch ich mir gar keine Gedan-  
374 ken zu machen, der ist für immer da.

375 **Schenk**

376 Weil es gibt ja Leute, wenn die 'ne Arbeit abgeben müssen, das passiert auf den  
377 letzten Drücker dann, und die brauchen ganz einfach den Druck.

378 **Reiseveranstalter**

379 Aber das geht bei mir ja gar nicht. Der Druck ist eigentlich kontinuierlich jeden  
380 Tag da. Sobald ich mir die Kontoauszüge angucke ... ich hab ständig Druck.  
381 Nicht extrem wie bei 'ner Examensarbeit, .... Wenn das 100% sind, hab ich stän-  
382 dig 20, 30% sowieso Druck ... weil das muss ja gemacht werden. Z.B. jetzt hab  
383 ich genug mit Druck, seit Wochen sitze ich da dran endlich fertig .... Zig Hotels  
384 angefragt Burgund .... die ist Ende Mai. Da weiß ich, in 10 Monaten ist die Reise.  
385 Wenn ich das jetzt noch drei Monate vor mich her schiebe, das ist 'ne VHS-Reise.  
386 Geht gar nicht, da krieg ich keine Hotels mehr. Die sind weg, die Hotels. Deswe-  
387 gen ist der Druck eigentlich da. Ich weiß so bis 10, 9 Monate vorher muss ich das  
388 angefragt haben, und dann hab ich das erledigt. Oder, jetzt war ich im Baltikum,  
389 hab vorgestern angerufen: Wann sind die Flüge für nächstes Jahr frei geschaltet?

390 Ja, jetzt gerade seit 2, 3 Tagen. Sofort haben wir als Erste die Gruppenflüge gebucht.  
391 Ich versuch bei den Flügen, immer sofort der Erste zu sein, weil es ver-  
392 schiedene Preise gibt.

393 **Schenk**

394 Und wie sieht das so mit schlechten Gewohnheiten gegenüber Kunden aus, dass  
395 man ja auch mal den Kunden erzählt: Im Himmel ist Jahrmarkt und sagt: Kommt  
396 Zeit, kommt Rat: Ich will Dir noch keinen reinen Wein einschenken.....

397 **Reiseveranstalter**

398 Weil die Reise nicht stattfindet?

399 **Schenk**

400 Ja, oder sowas.

401 **Reiseveranstalter**

402 Das mach ich eigentlich wenig. Da hat' ich hier 'ne Mitarbeiterin, Frau Sowieso,  
403 haben wir eben darüber gesprochen, die hat dann manchmal so die Unwahrheit  
404 gesagt. Das mach ich nicht. Wenn die mich fragen: Wird die Reise werden? Dann  
405 sag ich: Also im Moment so fifty fifty, ich hoffe, dass sie was wird, kann ich  
406 Ihnen aber nicht zusagen, sein Sie nicht böse ... Ich find das unseriös, den Leuten  
407 Unwahrheiten zu sagen. Denn ich treff die mal wieder und dann sind die sauer auf  
408 mich. Die sind sauer auf mich, wenn ich ihnen das abgesagt habe, aber wenn ich  
409 sie für dumm verkauft habe, sind die so sauer, dass die nie wieder mit fahren. Al-  
410 so der Druck ist ja immer da, und wenn bei einem Unternehmer nicht ständig der  
411 Druck da ist, dann bringt eigentlich ... eigentlich arbeite ich am besten, wenn  
412 ständig der Druck da ist. Ich hab z.B. bei meinen Vorträgen immer Druck; ich  
413 weiß, am 1. November muss das fertig sein. Ich fange nie dann am 20. Oktober  
414 an, da werde ich verrückt. Ich mach das mäßig, aber regelmäßig.

415 **Schenk**

416 Obwohl der Verstand was anderes sagt, schwingt dann immer sowas wie 'n  
417 schlechtes Gewissen dabei mit?

418 **Reiseveranstalter**

419 Natürlich. Das ist klar. Ich hab ja hier den Vorteil: das, was lichterloh brennt,  
420 muss ich sofort erledigen, aber was schwelt und leicht vor sich hin kokelt, schiebe  
421 ich so lange wie es geht, bis die rote Lampe leuchtet vor mir her. Das ist ganz  
422 klar. Es gibt Sachen, die mach ich wahnsinnig gern.

423 **Schenk**

424 Das kannst Du dann auch ertragen, obwohl Du weißt: Ich habe so einen leichten  
425 Druck irgendwo?

426

427 **Schenk**

428 Jein, jein, jein. Das ist schon so'n leichter Druck in der Magengegend. Nur wenn  
429 die Lampe anfängt, leicht rot zu blinken, dann sage ich mir: Jetzt aber alles Andere  
430 beiseiteschieben, dann muss ich das erledigen. Weil ich nicht will, dass die tief  
431 rot brennt, denn dann hab ich ja richtig Ärger und Stress. Und das macht ja noch  
432 mehr schlechtes Gewissen.

433

434 **Frage 4**

435 **Können Sie für sich eine Methode beschreiben, wie Sie zum Wohle Ihres Un-  
436 ternehmens den Blick vorausschauend in die Zukunft richten? Was sensibili-  
437 siert Sie, vorausschauend zu überlegen und zu planen; wie systematisch ma-  
438 chen Sie das?**

439

440 **Reiseveranstalter**

441 Ja, das ist sicherlich auch eine Schwachstelle. Ich bin so involviert im Alltagsge-  
442 schäft, Reisebegleitung, Organisation hier, dass diese vorausschauenden Aspekte,  
443 dass die nicht so bearbeitet werden, wie es sein müsste. Wenn ich mehr Zeit hätte,  
444 würd ich noch mehr auf Akquise gehen in Bezug auf Kooperationspartner, mir  
445 noch mehr Reisebegleitpersonen suchen. Das bleibt im Prinzip immer so 'n biss-  
446 chen außen vor. Seitdem wir die Reisen reduziert haben, hoff ich, dass etwas mehr  
447 Kapazität zur Verfügung steht.

448 **Schenk**

449 Das heißt also, es ist ein bisschen so wie so 'n Leben von der Hand in den Mund  
450 dann?

451 **Reiseveranstalter**

452 So kann man das sagen. So kann man das sagen, von Jahr zu Jahr. Aber mal so  
453 'ne richtige Perspektive entwickeln.... Gut, der erste Schritt war jetzt schon mal  
454 zu reduzieren in Richtung 30. Dann bin ich ja jetzt 61, will das sowieso mal peu à  
455 peu 'n bisschen reduzieren. Nur: Konkret mir darüber Gedanken zu machen, die  
456 Kraft, Energie und Zeit steht eigentlich nicht richtig zur Verfügung. Das heißt:  
457 unternehmerische Vorausschau ist bei mir in Bezug jetzt auf die Firma schwer.  
458 Bei den Vorträgen kein Thema; da hab ich 10, 20 Themen, die ich bearbeiten will  
459 in Zukunft; kauf die Bücher, hab die Bilder, gehe nach und nach da dran. Auch in  
460 Bezug auf Reiseziele ja, aber .....

461 **Schenk**

462 Nicht nach dem Motto: Heute stehe ich hier, ich möchte in drei Jahren da stehen.  
463 Was muss ich dafür tun?

464

465 **Schenk**

466 Der Wunsch ist schon da, aber die Kraft und die Zeit, das so richtig zu analysieren, das ist gar nicht da. Das fehlt. So diese .... Ich weiß, es geht hier ja auch um Perspektive .... Diese .... Ja, meine Vision wär vielleicht in fünf Jahren das so auf 469 20 Reisen zu reduzieren, vielleicht diese Firma von Bremen aus zu machen, aufgeben auf keinen Fall, weitermachen. Aber so 'n bisschen weniger Stress. Die Reisen, die sich bewährt haben, die Vorträge auch verstärkt machen, das wär die Vision. Gut, durch die Reduzierung der Reisen ist ja auch schon was getan.

473 **Schenk**

474 Das heißt also: Vorausschau sieht in diesem Unternehmen nicht so aus, das man sagt: Ich möchte gerne zwingend expandieren, oder größer werden?

476 **Reiseveranstalter**

477 Eher reduzieren, eher reduzieren. Expandieren nicht, sondern das vielleicht stabil halten. Gut, wenn ich mir vorstelle, statt 30 Reisen 25 .... Die könnt ich dann 478 auch durchführen, das könnt ich mir vorstellen. Aber hinsichtlich von Expansion: 479 Der Zug ist ja abgelaufen. Was soll das auch? Eher Stammpublikum haben. Weniger Reisen. Dasselbe Geld verdienen mit weniger Reisen. Eher intensivieren 480 anstatt extensivieren. Das wäre mein Ziel.

483 **Schenk**

484 Das wäre ja auch 'ne Art Vorausschau: Wie kann ich das erreichen?

485 **Reiseveranstalter**

486 Daran will ich ja jetzt auch ran gehen. Ich werd ja auch nicht jünger. Wenn ich jetzt 50 wäre, würde ich mehr in Richtung Expansion orientiert sein. Aber jetzt 487 bin ich bald 62, oder ich bin 61 geworden, für wen soll da expandiert werden?

489 **Schenk**

490 Das heißt also im Prinzip: Erhalt?

491 **Reiseveranstalter**

492 Erhalt, Stabilisierung. Erhalt, Erhalt, aber Intensivierung und Optimierung. Das wäre schon mein Ziel, die Dinge noch besser zu machen, noch mehr Gäste zu bekommen ..... Vielleicht auch .... Das wär 'n Wunsch von mir, die Gäste, die 'n bisschen nervig sind, gar nicht mehr anzuschreiben, nettere neue Gäste zu bekommen, dass diese ReiseKunst- Familie noch sympathischer und angenehmer wird. Das wär so 'n Ziel von mir.

498 **Schenk**

499 Du hast vorhin gesagt, vorausschauende Überlegungen gehen in eine rückwärts 500 stabilisierende Richtung. Wie sehen denn dann für Dich konkrete Planungen aus, 501 etwas umzusetzen, oder gibt es die nicht?

502 **Reiseveranstalter**

503 Ja, der erste Schritt war ja jetzt auch die Reisen zu reduzieren. Und meine Planung  
504 ist ja im Prinzip, bei der Firma ReiseKunst solange ich gesund bin, bis Ultimo zu  
505 arbeiten. Aber weniger dann. Sagen wir mal, halbe Kraft. Warum sollte ich das  
506 hier aufgeben? Mir macht das ja wahnsinnig Spaß. Aber dann vielleicht nicht  
507 mehr 40, 50 Stunden zu arbeiten, sondern 25. Nicht mehr 13 Reisen, sondern 5, 6  
508 Reisen zu begleiten mit so 'ner Art Fan-Club, mit Stammpublikum. Dann ist das  
509 ja gar kein Stress. Dann ist das für mich ja auch Sinnerfüllung. Die Reisen, und  
510 die Vorträge und Seminare zu machen, das ist ja auch mein Hobby und mein Le-  
511 benssinn. Deswegen wär's für mich völlig fatal, das ganz aufzugeben. Was soll  
512 das denn; ich würd ja weiterhin reisen und Reisebegleitungen machen, aber wa-  
513 rum soll ich das woanders als Honorarkraft machen, wenn ich's hier machen  
514 kann.

515 **Schenk**

516 Würdest Du Dich dadurch als einen Unternehmer der etwas anderen Art bezeich-  
517 nen, als wie das sonst der Fall ist? Denn viele Unternehmer bauen ja ganz einfach  
518 auf. Die sind agil ..... die wollen immer mehr ....

519 **Reiseveranstalter**

520 Ja, aber da hab ich eine völlig andere Konzeption; auch gerade angesichts der  
521 Weltlage. Was soll ich da mir ausmalen, ich will expandieren .... Wo denn? Mit  
522 Fernreisen? Da hab ich keine Ahnung von .... Natürlich ist das schon anders. Wir  
523 können kein Türkei-Veranstalter werden die nächsten 10 Jahre. Für Skandinavien  
524 gib es genügend Veranstalter. Ich war noch nie da. Ich war noch nie in England,  
525 Irland. Ich muss ja gucken, was vom Stück Kuchen übrig bleibt, und dieses Stück  
526 muss ich retten, und das muss ich stabilisieren.

527 **Schenk**

528 Ist das vielleicht auch so 'ne Art Lebensphilosophie? Dass man jetzt nicht sagt,  
529 ich möchte jetzt Unternehmer sein, um was Großartiges aufzubauen, sondern ich  
530 möchte Unternehmer sein, um meine eigenen Bedürfnisse a) finanziell 'n bisschen  
531 zu befriedigen und b) auch das, was mir sonst im Leben Spaß macht?

532 **Reiseveranstalter**

533 So sehe ich das. Ich möchte mich auch verwirklichen. Ich möchte mit dem, was  
534 mir Spaß macht auch Geld verdienen. Hier kann man ja nie viel Geld verdienen.  
535 Aber ich will in den nächsten Jahren über die Runden kommen. Und wenn ich das  
536 geschafft habe, und mal 70 Jahre gesund alt werden sollte, und ich schaue zurück,  
537 kann ich zufrieden sein. Ich hab so viele Reisen ... Jetzt bin ich eigentlich auch  
538 schon zufrieden.

539 **Schenk**

540 Das heißt also, Du bist eine ganz andere Sorte von Unternehmern, als wie man das  
541 landläufig antrifft.

542 **Reiseveranstalter**

543 Sagen wir's mal so: Ich sehe mich eher als Selbständiger, ich bin vielleicht auch  
544 Unternehmer, aber kein Kapitalist. Mir geht's nicht um Geld, mir geht's um die  
545 Inhalte. Dass wir bei den Reisen anderen Menschen interessante Inhalte vermit-  
546 teln. In 'ner netten Gemeinschaft.

547 **Schenk**

548 Wie würdest Du denn unter diesem Gesichtspunkt das Unternehmensziel definie-  
549 ren?

550 **Reiseveranstalter**

551 Das Unternehmensziel aktuell und in Zukunft wäre für mich den Erhalt dieser  
552 Firma durchzusetzen. Dass wir diesen Level halten, vielleicht mit 'ner Null-  
553 Nummer. Am besten noch mit ein bisschen mehr Geld, dass wir so 'n Puffer end-  
554 lich mal haben. Aber wenn selbständig dann ich das 25 oder so geschafft habe,  
555 mich über Wasser zu halten .... Mehr kann ich angesichts der Marktlage gar nicht  
556 erreichen. Für Herrn M. und für Frau B. das hier zu erhalten ist auch wichtig. Herr  
557 M. wird keine andere Stelle mehr bekommen .... Ich, gut kann also Honorarkraft  
558 dann irgendwo was machen; nur mit den Vorträgen würde ich mich kaum über  
559 Wasser halten. Aber das Unternehmensziel wäre für mich stabil den Status Quo  
560 ein bisschen aufzubauen, bisschen zu erweitern oder zu ergänzen. Aber da mache  
561 ich mir keine Illusionen. Wir werden in 5 Jahren nicht die doppelten Umsätze  
562 einfahren. Niemals. Der Erhalt des Unternehmens für mich und meinen Ge-  
563 schäftspartner schon ganz gut, wenn man so in diesem Haifischbecken bei so vie-  
564 len Mitbewerbern es geschafft hat, 10, 15 Jahre mit Null-Nummern einigermaßen  
565 raus zu kommen. Das finde ich, ist heutzutage schon 'ne Leistung

566

567 **Frage 5**

568 **Sie haben ein richtig dickes Problem vor sich, das Sie in seiner Tragweite  
569 noch gar nicht so richtig fassen können. Wie empfinden Sie eine solche Situa-  
570 tion und welche Gefühle löst diese bei und in Ihnen aus? Können Sie sich an  
571 ein solches Problem erinnern? Mit welchen Vorgehensweisen haben Sie ver-  
572 sucht, es zu lösen oder zumindest zu „entschärfen“?**

573

574 **Reiseveranstalter**

575 Ja, natürlich habe ich da verschiedene Probleme gehabt ..... eine Geschäftspartner-  
576 in. Nehmen wir das mal mit Frau T..... Was hab ich gemacht? Ich hab mich  
577 an Unternehmensberater gewandt. Ich würde schon dann versuchen, erst mal mir  
578 die Situation klar zu machen, im Internet zu recherchieren. Nehmen wir jetzt mal  
579 das Problem mit Frau I. Die will auf einmal 6.000 € haben ..... Dann mach ich  
580 mir klar, worum geht es? Schaff ich das alleine? Nein? Dann wende ich mich an  
581 'nen Rechtsanwalt. Ich würde mich dann schon an professionelle Hilfe wenden,

582 und dann mich beraten lassen, und systematisch das Problem durchziehen. Das  
583 würde ich schon machen.

584 **Schenk**

585 Was passiert denn in Dir, wenn so 'ne Situation auftritt?

586 **Reiseveranstalter**

587 Erst mal bin ich dann wahrscheinlich geschockt, genervt, und denke: Hilfe, schon  
588 wieder n' Problem .... Ewig geht das so weiter, von einem Problem zum nächsten... aber wenn der Verstand eingeschaltet wird, dann würd' ich mir sagen: Tau-  
589 send Probleme gelöst, es geht im Leben immer weiter .... Wie kann ich das ange-  
590 hen .... Meine Mutter hat immer gesagt: Junge, es geht im Leben sowieso immer  
591 weiter .... Das ist mein Motto. Und dann nach der ersten Schocksituation würde  
592 ich natürlich auch aggressiv werden, das ist klar ... und dann würd' ich versu-  
593 chen, diese aggressive Energie so zu kanalisieren, dass ich dann aktiv werde.

594

595 **Schenk**

596 Das heißt also, es ist ein irrationaler Moment doch ein Stück weit vorgeschaltet,  
597 wo man nur Mensch ist?

598 **Reiseveranstalter**

599 Na klar, natürlich.

600 **Schenk**

601 Und wenn jetzt aber auch mit Reisen und sowas Probleme auftauchen, auch das  
602 kann sein. Wie geht man damit um?

603 **Reiseveranstalter**

604 Ja da versuch ich schon professionell umzugehen. Wir hatten jetzt eine Reise nach  
605 Oberitalien. Da gab's 'ne Buspanne. Die mussten 5 Stunden warten, da wurde ich  
606 angerufen. Da habe ich den Busfahrer angerufen, die Reisebegleitung angerufen  
607 und gesagt: Die Gäste müssen erst mal was zu essen bekommen. Jede hat ein  
608 Budget 10 € Essen und Trinken dass die zufrieden sind. Dann haben wir 'nen  
609 Programmfpunkt nicht durchführen können. Dann hab ich da noch ein paarmal  
610 angerufen.... Jetzt haben wir Nachbereitungstreffen am Dienstag. Wir haben die  
611 alle angeschrieben. Ich hab mich auch im Namen der Busfirma noch mal ent-  
612 schuldigt und gesagt: Tut uns leid. Der Programmfpunkt kam nicht an; als Ersatz-  
613 punkt laden wir Sie zum leckeren italienischen Essen ein; sie bekommen ein klei-  
614 nes Geschenk, Flasche Wein ..... Ich hab mit dem Geschäftsführer der Busfirma  
615 gesprochen. Der gibt 'n Budget von 300 €. War er sofort mit einverstanden. Da  
616 versuch ich schon, konstruktiv Lösungen zu finden. Es kann Ersatzleistungen, wie  
617 können wir die Leute ruhig stellen, wenn was nicht läuft. Da muss ich natürlich  
618 sofort aktiv werden. Im Rahmen der finanziellen Möglichkeiten würd ich da ver-  
619 suchen, das Problem zu lösen.

620

621 **Schenk**

622 Ich denke da auch an solche Probleme, wie's ja mal gegeben hat, wo dann da in  
623 Island eine riesen Aschewolke entstand.

624 **Reiseveranstalter**

625 Zum Beispiel .... Da hab ich ja sofort bei der Agentur angerufen, nachdem ich mit  
626 den Gästen gesprochen hab. Umwidmung des Vertrages .... wie können wir das  
627 machen .... Da hat jeder unterschrieben. Der Vertrag ist ein anderer ..... Die  
628 Hälfte der Kosten tragen die, die andere wir ... Busfirma in Gang gesetzt mit dem  
629 Bus. Ja, da muss ich ja aktiv werden. Da bin ich am Anfang geschockt, aber nach  
630 Island kann mich jetzt gar nicht mehr so viel erschüttern. Da bleib ich eigentlich  
631 bei solchen Dingen, wenn es so Probleme gibt, mit Hotels vor Ort, mit Essen ....  
632 sofort werde ich aktiv. Wenn es um äußere Dinge geht, da bin ich cool und wird  
633 sofort Profi. Da bleib ich ruhig, auch den Gästen gegenüber, rufe an, und so ....  
634 Geschockt bin ich, und emotional erst mal durcheinander, wenn mich jemand so  
635 enttäuscht, oder hintergeht, oder für dumm verkauft und sich übel verhält. Wenn  
636 ne menschliche Komponente ins Spiel kommt ... z.B. Werner K...., den kennst  
637 Du ja auch .... Der ist jetzt eingesprungen für 'ne Toscana – Reise. Sollte fahren,  
638 16 Leute, das war gerade vor 3 Tagen. Und da hatten wir vier Abmeldungen. Da  
639 hab ich ihm dann gesagt: Hör mal, ich muss jetzt gucken: Die Flüge 1200 €, ich  
640 kann das nicht durchführen mit 11 Leuten, die muss ich Dir absagen die Reise ....  
641 Da war er stinken sauer und schickte mir 'nen Brief, da war ich perplex. Schrieb:  
642 Ja, ich war durch diese Absage der Reise .... ich hab sie zu spät abgesagt ....  
643 Stimmt aber nicht .... so geschockt, usw. .... und der ist jetzt vorgesehen für ne  
644 Reise und da haben wir 36 Leute mit dem Fotografen .... Rom .... und schreibt  
645 mir: Ich stehe ab sofort auch für die Rom Reise nicht mehr zur Verfügung. Und  
646 das fand ich natürlich übel. Wir sind befreundet, aber seitdem jetzt nicht mehr.  
647 Der braucht mich zum Essen nicht mehr einzuladen. Gott sei Dank hab ich dann  
648 einen Ausfall von einer anderen Reise und kann die übernehmen. Aber da bin ich  
649 natürlich .... Das hab ich abgehakt, weil ich gesehen habe, ich kann das machen.  
650 Nur wenn ich jetzt wochenlang hätte rum telefonieren müssen .... Ich hätt da je-  
651 mand gefunden... Mich schocken eigentlich nicht so Geschichten wie: Hotels  
652 schlecht. Da guck' ich was zu machen ist. Mich schockieren eher Enttäuschungen.  
653 Wenn es mit anderen Leuten Ärger gibt. Wenn die mich betrügen, wenn die mich  
654 hintergehen ...

655 **Schenk**

656 Und das dauert dann auch einen Moment, bis das so weit gecheckt ist, dass man  
657 wieder auf einen rationalen Boden kommt?

658 **Reiseveranstalter**

659 Das kann ein bisschen dauern. Das muss ich sagen.

660

661

662 **Schenk**

663 Aber dieses dann auch in dem Bewusstsein, dass das Geschäft dann auch darunter  
664 leiden kann?

665 **Reiseveranstalter**

666 Ja, ich versuch dann ja, Schaden für das Geschäft abzuwenden. Ja, mit Erika I.  
667 war ja so 'n Beispiel. Hätt ich da eingelenkt, das wär ja für das Geschäft völlig  
668 negativ gewesen. Ich hätte ihr die Überstunden da nicht bezahlt ..... nur aufgrund  
669 von Druck .... Und jetzt sieht das ja anders aus. Nach dem Schockmoment kommt  
670 dann so das Rationale ins Spiel. Das ist schon so .....

671

672 **Frage 6**

673 **Die wichtige Bedeutung von Netzwerken und von Netzwerkarbeit in heutiger  
674 Zeit unbestritten. Können Sie spontan über Netzwerke berichten, in denen  
675 Sie beruflich zuhause sind? Und vielleicht können Sie auch darüber erzählen,  
676 wie Sie sich selbst in Netzwerkarbeit eingeben, welche Vorteile Sie sich davon  
677 erwarten, und welchen „Input“ Sie bereit sind, für eine gedeihliche Netz-  
678 werkarbeit zu geben?**

679

680 **Reiseveranstalter**

681 Ja, dass es ohne Netzwerke nicht geht, ist klar. ReiseKunst ist gut vernetzt. In Be-  
682 zug auf unsere Anzeigenschaltung kann man das im Katalog schon sehen. Wir  
683 haben ein sehr gutes Einvernehmen mit der Volkshochschule Osnabrück, Wil-  
684 helmshaven, Reiseverbund Nord/West. Es ist in Bremen intensiviert worden. Die  
685 Zusammenarbeit mit der deutsch-italienischen Gesellschaft. Da bring ich mich  
686 z.B. auch ein. Morgen haben die das Sommerfest. Morgen helf ich da ehrenamt-  
687 lich stundenlang. Weinverkauf mach ich da. Öhmmmm, ich bringe mich da  
688 schon auch ein. Wir haben nach und nach ein sehr gutes Netzwerk aufgebaut.

689 **Schenk**

690 Ist das nur beruflich, oder gibt es auch private Netzwerke, wo man sich gut dar-  
691 stellen kann, um interessant zu bleiben.

692 **Reiseveranstalter**

693 Doch eher beruflich. Aber ich würde sagen, über berufliche Netzwerke sind dann  
694 auch Bekanntschaften und im Extremfall Freundschaften entstanden. Mit Werner  
695 Klein bis vor ein paar Tagen über die Zusammenarbeit VHS Diepholz auch ne  
696 Freundschaft. Aber gut, das wird sich auch wieder einrenken. Eher so: Aus beruf-  
697 lichen Netzwerken entstehen persönliche Kontakte. Wenn aus persönlichen Kon-  
698 takten Netzwerke entstehen, habe ich meist eher Flops erlebt. Das ist oft proble-  
699 matisch. Besser beruflich jahrelang zusammen arbeiten, sich beschnuppern, gu-  
700 cken, woran man ist, und wenn das über Jahre beruflich läuft, warum soll das

701 auch nicht privat gut laufen. Aber wenn's privat gut läuft, heißt das noch lange  
702 nicht, dass es geschäftlich gut läuft. Vielleicht fast eher im Gegenteil.

703 **Schenk**

704 Aber Du bist auch bereit, Dich als Netzwerkpartner Dich eben in solche berufl-  
705 chen Netzwerke einzugeben, und auch Anderen Leistungen zur Verfügung zu  
706 stellen?

707 **Reiseveranstalter**

708 Öh, na ja gut, durch meine Vorträge, aber das ist ja auch wieder geschäftlich, da  
709 verdienen ich Geld. Nur, für mich ist vorbei, dass ich irgendwas ehrenamtlich im  
710 Verein mache. Ich hab die Zeit gar nicht. Das schaff ich gar nicht. Ich brauch ein  
711 bisschen Privatleben. Durch die Firma, die Tätigkeit, meine Vorträge bin ich be-  
712 ruflich so ausgelastet. Privat hab ich dann nur noch wenig Zeit, da bleibt über-  
713 haupt keine Energie mehr.

714

715 **Frage 7**

716 **Vielleicht kennen Sie diesen dummen Spruch: „Nett ist der kleine Bruder  
717 von scheiße“.** Irgendwie verbirgt sich hinter diesem dummen Spruch eine  
718 **Art Philosophie.** Können Sie aus Ihrem unternehmerischen Tun von Bege-  
719 benheiten berichten, in denen es Ihnen zum Nachteil gereichte, wenn Sie zu  
720 „nett, mitfühlend, vertrauensvoll, kooperativ, hilfsbereit und nachsichtig wa-  
721 ren? Oder fallen Ihnen umgekehrt Situationen ein, in denen das zur Schau  
722 stellen einer gewissen Unverträglichkeit bessere unternehmerische Resultate  
723 zeitigte, als sich zu verträglich zu geben?

724

725 **Reiseveranstalter**

726 Beim letzten Punkt würde ich sagen Nein. Darum bemühe ich mich auch weil ich  
727 weiß, ich mach keine guten Geschäfte, wenn ich mich als unverträglich darstelle.  
728 Aber, dass ich schlechte Erfahrungen gemacht hab, weil ich einfach zu nett war,  
729 da kann ich viel von berichten. Z.B. Kultur Erleben Weser-Ems. Da hatte ich  
730 mich so engagiert und dachte, wir sind auch alle eine große Familie. Und das ging  
731 völlig in die Brüche, und nur Zank und Streit. Mit vielen dieser Leute hab ich ei-  
732 gentlich gar nichts mehr zu tun. Da würd ich sagen, hab ich sehr negative Erfah-  
733 rungen gemacht. Heute wär ich da auch ganz anders. Heute wäre ich nicht unver-  
734träglich, nach meiner Wahrnehmung nicht mehr nur nett, sondern straight und  
735 geradlinig. Ich glaub, so'n Mittelweg ist das Beste. Wenn man nur nett ist als Un-  
736 ternehmer, als Selbständiger, macht man sich ganz schnell zum Opfer. Die andern  
737 nutzen das aus. Die andern, die richtig so geldgierig sind, die nutzen das aus.

738

739

740 **Schenk**

741 Wie siehst Du das mit Jovialität, auch zu Kunden oder so. Ist Dir sowas schon mal  
742 zum Nachteil gereicht?

743 **Reiseveranstalter**

744 Bei Kunden eher nicht. Bei Kunden würde ich sagen: ist bis auf Blindgänger, die  
745 gibt's ja immer wieder, ist aber 'ne Minderheit .... wenn ich mich bei Kunden  
746 gegenüber so verhalte, kooperativ, nett und engagiert, vertrauensvoll, hilfsbereit  
747 .... das kommt gut an. Aber es kommt auch gut an sich so zu verhalten in Erwach-  
748 senenbildungseinrichtungen. Da hab ich eigentlich nie negative Erfahrungen ge-  
749 macht. Bei Vereinen schon eher, weil Vereine ja ganz anders ticken als 'ne Firma.  
750 Da hast Du immer so profilierungssüchtige Leute im Vorstand. Ich würd sagen,  
751 diese Merkmale beim Verein sind tödlich. Und bei andern Unternehmern eigent-  
752 lich auch eher positive Erfahrungen gemacht. So Lufthansa City Center die sind  
753 alle wahnsinnig nett zu mir. Wenn ich jetzt auf einmal so blöd wär, dann würde  
754 die Zusammenarbeit nicht so gut funktionieren.

755 **Schenk**

756 Also du bist nicht in der Rolle wie z.B. andere Unternehmer, die einen Auftrag zu  
757 vergeben haben, wo Du dann mal einen gewissen Druck ausübst. Oder versuchst  
758 Du es auch da immer noch nett?

759 **Reiseveranstalter**

760 Natürlich, das mach ich ja auf ne nette Art und Weise. Ich arbeite ja nur mit Leu-  
761 ten zusammen, etwa Zumstrull, Sausewind, auf die ich ja auch in gewisser Hin-  
762 sicht angewiesen bin. Ich kann mir andere Firmen suchen. Aber da muss ich wieder  
763 gucken: Wie sind die Busfahrer, usw. Insofern übe ich ja den Druck aus dadurch,  
764 dass ich Aufträge vergabe, oder nicht. Und wenn das gut läuft, muss ich da gar  
765 keinen Druck mehr ausüben.

766 **Schenk**

767 Aber es ist nicht so, dass Du manchmal das Gefühl hast: Ich bin in einer gewissen  
768 Machtposition, und aus dieser Machtposition, jetzt meinetwegen als Auftraggeber  
769 oder so, kann ich fordern.

770 **Reiseveranstalter**

771 Das mach ich schon, aber nur bedingt. Neulich hat' ich mal so 'n Gespräch mit  
772 dem Herrn B., Firma Sausewind, aber der ist auch ganz lieb und nett. Habe ge-  
773 sagt: Herr B., aber so geht das dann. Gucken Sie mal, der Preis, der ist jetzt 300 €  
774 höher, ich weiß. Aber dann sag ich: Herr B., bevor ich Ihnen das bestätige, setzen  
775 Sie sich bei 'ner Tasse Tee hin, überprüfen Sie noch mal das Angebot. Ich würd  
776 mich freuen, wenn Sie mir ein anderes, ein bisschen günstigeres schicken. Dann  
777 kriegen Sie sofort die Bestätigung. So würd ich das machen. Und dann ist es  
778 nicht 300 € teurer, sonder 150 €.

779 **Schenk**

780 Gut. Das heißt, das passiert eben auf eine freundliche Weise und nicht, wie es ja  
781 bei manchen Unternehmen ...

782 **Reiseveranstalter**

783 Nein, weil ich den ja gut finde. Weil ich .... Das geht ja gar nicht .... Ich kann ja,  
784 wenn ich mit Volkshochschulen zusammen arbeite, den Fachbereichsleitern ge-  
785 genüber mit Druck kommen. Das kann ich gar nicht machen, und das will ich gar  
786 nicht machen.

787 **Schenk**

788 Und wie ist das gegenüber Mitarbeitern? Muss da ein gewisser Druck irgendwo  
789 auch sein?

790 **Reiseveranstalter**

791 Der müsste eigentlich, aber das mach ich zu wenig. Weil ich da keine Lust zu hab.  
792 Der müsste eigentlich sein. Bei Herrn M. ist das ja nicht nötig, der macht ja sofort  
793 auch. Aber der ist irgendwie begrenzt auch in seiner Leistung. Der will, aber kann  
794 vielleicht nicht so recht. Und bei ihr; sie wird ja sofort frech und pampig. Da hab  
795 ich das sowieso aufgegeben. Wenn ich ihr was sage, nach drei Tagen hat sie's  
796 schon wieder vergessen. Da könnt ich aggressiv werden und toben und sagen: Sie  
797 räumen aber jedes Mal wenn hier Feierabend machen, Ihren Papierkorb auf.  
798 Bringt ja sowieso nichts. Macht sie stumpf nicht, oder vergisst sie. Da ist dann  
799 meinerseits 'ne gewisse Resignation. Das bringt ja nichts. Ich hab ihr die Dinge  
800 1000 mal erklärt und dann sage ich: Warum haben Sie's nicht schon wieder ge-  
801 macht. Und da bin ich ja manchmal auch sauer und sie sagt: Haben Sie mir noch  
802 nicht erklärt. Was bringt das, wenn sie mir sagt: Haben Sie mir noch nicht erklärt.

803 **Schenk**

804 Man könnte sowas auch als Führungsschwäche titulieren.

805 **Reiseveranstalter**

806 Kann man, ja. Nur: Was soll ich da machen? Dann würd ich mich mit ihr nur in  
807 die Wolle kriegen, dann kündige ich ihr, dann muss ich wieder wen Neues einar-  
808 beiten. Ich sehe, bis zu 'nem bestimmten Punkt läuft es. Im Moment läuft es ganz  
809 gut. Bis ich gesagt hab, ich muss sie reduzieren auf die 360 €. Ich hätt ihr sagen  
810 sollen: Wenn sie nicht einverstanden sind, dann kündige ich Ihnen. Dann würde  
811 sie spuren. Weil sie das Geld ja dringend braucht, aber die pokert dann ja auch  
812 immer. Und das ist mir zu blöd auch. Wenn ich wieder komme von 'ner Reise hab  
813 ich da .... Das ist 'ne Führungsschwäche. Da hab ich da auch nicht so richtig Lust  
814 zu. Weil ich denke, sie könnte froh sein, dass sie den Job hier hat. Sie müsste sich  
815 eigentlich ein Bein ausreißen. Ich hab ihr zehn Mal gesagt: Räumen Sie doch auch  
816 mal die Geschirrspülmaschine aus. Sie ist jetzt drei Jahre oder so da, hat's eins,  
817 zwei Mal auf Druck gemacht. Wenn der Druck nicht da ist, die macht keinen Fin-

818 ger krumm. Was soll's, mach ich's lieber schnell selber. Das bringt nichts. Weil  
819 sich nichts ändert.

820

821 **Frage 8**

822 **Was kritisieren Sie an Menschen, die Sie als nicht gewissenhaft empfinden,  
823 und wie versuchen Sie in Ihrer persönlichen Arbeitsorganisation derartigen,  
824 von Ihnen als negativ empfundenen Stolpersteinen aus dem Wege zu gehen?**

825

826 **Reiseveranstalter**

827 Ja mit Menschen, die nicht gewissenhaft sind, hab ich eigentlich gar nichts zu tun.  
828 Wir sind ja hier alle gewissenhaft, ich bin gewissenhaft. Gewissenhaftigkeit ist in  
829 unserer Branche ja das A und O. Wenn ich bei 'ner Agentur Hotels buche, Führ-  
830 rungen buche, wenn das vor Ort nicht gewissenhaft ausgeführt wird, hab ich 'ne  
831 Katastrophe. Hab ich eigentlich auch so gut wie nie erlebt. Ich kenn das gar nicht,  
832 mit nicht gewissenhaften Menschen zu tun zu haben.

833 **Schenk**

834 Was wäre denn für Dich „nicht gewissenhaft“?

835 **Reiseveranstalter**

836 Ja, wenn jemand schlurt, wenn jemand sagt, ich ..... Na, nicht gewissenhaft ist  
837 für mich zum Beispiel, seine Arbeitsstunden nicht korrekt aufzuschreiben. Das ist  
838 nicht nur nicht gewissenhaft, sondern das ist für mich der totale Tabubruch. Und  
839 so Leute sind für mich völlig unten durch. Mit denen will ich auch nichts zu tun  
840 haben. Oder nicht gewissenhaft ist für mich, wenn jemand lügt. Ich hasse das,  
841 wenn jemand lügt. Wenn jemand sagt, fragt mich: Ja, die Reise, ist das erledigt,  
842 und sagt ja, ehrlich gesagt noch nicht, aber gleich in 'ner Viertelstunde .... Ja, das  
843 ist gemacht .... Und das stimmt nicht. Das ist für mich unterste Kanone. Wenn  
844 jemand lügt, das ist für mich der Vertrauensbruch schlechthin. Finde ich noch  
845 schlimmer, als wenn mir jemand 20 € aus der Barkasse nimmt.

846 **Schenk**

847 Und wie reagierst Du, wenn Dir in Deiner Arbeitsorganisation sowsas unter-  
848 kommt?

849 **Reiseveranstalter**

850 Naja gut, ich hab ja das erlebt mit Frau I., aber das mit dem Löschen der Stunden-  
851 zettel und dem Lügen war dann ne Reaktion.... Ja, ja gut, da muss man Konse-  
852 quenzen ziehen, da muss man sich trennen.

853

854

855 **Schenk**

856 Das heißt also auch: Bei Nicht-Gewissenhaftigkeit passiert dann in der Arbeits-  
857 organisation, dass man sich von Leuten trennt.

858 **Reiseveranstalter**

859 Na selbstverständlich, wir können hier keine Leute gebrauchen, die einfach mei-  
860 nen, sie können lügen und betrügen usw.

861 **Schenk**

862 HmHmmmm. Und das heißt, in dem Zusammenhang ist man dann doch derje-  
863 nige, der irgendwo Vorgaben macht.

864 **Reiseveranstalter**

865 Ja selbstverständlich. Es gibt bestimmte Rahmenbedingungen, aber ich würde z.B.  
866 niemals erwarten, dass Herr M..... mich belügt. Das würde der nie machen.  
867 Dann würde mein Menschenbild zusammen brechen. Wenn der jetzt nicht so  
868 wahnsinnig viel bringt, ok. Aber damit kann ich ja leben und muss ich ja leben.  
869 Ich muss ja immer bei Mitarbeitern 'nen Kompromiss eingehen, das ausbalancie-  
870 ren. Auch traue ich nicht zu, dass die Frau B. mich betrügen würde. Ich sehe ja  
871 immer die Stundenzettel - nehmen wir mal das Beispiel - die unterschreibe ich.  
872 Ehrlich gesagt gucke ich mir die aber nicht so Tag für Tag an. Ich sehe die, die  
873 sind unterschrieben, dann frag ich noch mal wie viel Überstunden. Aber ich käme  
874 nicht auf die Idee, dass der Herr Marquart sich auch nur eine Stunde zu viel auf-  
875 schreibt. Wenn ich das mitbekommen würde, wär bei mir gleich der Ofen aus.

876 **Schenk**

877 Das heißt also, es ist schon ein gewisses Vertrauen da.

878 **Reiseveranstalter**

879 Vertrauensvorschuss, der ist da. Weil ich denke, das haben die ja gar nicht nötig.  
880 Die können ja sich die Stunden aufschreiben ... wir waren hier .... Und haben  
881 Däumchen gedreht, aber da muss er sich nicht noch zusätzlich Stunden aufschrei-  
882 ben, wo er gar nicht da war. Das traue ich denen auch nicht zu.

883 **Schenk**

884 Bist Du ein Mensch, der eher schneller vertraut, oder eher weniger schnell?

885 **Reiseveranstalter**

886 Zu schnell. Zu schnell. Das ist für unternehmerische Aktivitäten nicht so gut.  
887 Aber ein minimaler Vertrauensvorschuss muss da sein; man kann nicht immer nur  
888 das Negative im Anderen sehen. Aber ich geb zu viel Vertrauensvorschuss. Aber  
889 je älter ich werde, um so weniger. Ich warte inzwischen erst mal ab. Und ich muss  
890 sagen, meine Erfahrung der letzten Jahre bei vielen Leuten ist, dass ich die an-  
891 fangs ganz gut fand, und jetzt inzwischen richtig gut finde. Das die nach und nach  
892 bei mir gewinnen. An Sympathie, an Anerkennung, an - ja - so Respekt auch.

893 Und ich erlebe eigentlich wenige Enttäuschungen. Immer weniger, weil ich mehr  
894 das so ruhig angehen lasse. Auch bei Reisegästen. Früher fand ich die ganz nett,  
895 und dann hab ich sonst was erlebt. Und jetzt sage ich mir erst: Mal gucken und so  
896 .... Nach der dritten, vierten Reise finde ich die auf einmal ganz toll. Hatte ich im  
897 Baltikum jetzt auch ..... die fand ich im letzten Jahr ganz komisch irgendwie ....  
898 Und jetzt haben wir uns richtig toll verstanden. Ist fast besser, wenn man sich  
899 nach und nach anwärmst. Ist auf Dauer erfolgversprechender.

900

901 **Frage 9**

902 **Auf Sie stürmen täglich viele neue Informationen ein, teils zu bekannten, teils**  
903 **aber auch zu unbekannten Sachverhalten. Welche Arbeitsstrategien haben**  
904 **Sie entwickelt, diese vielen Informationen zu bewältigen, und wie gehen Sie**  
905 **dabei mit Informationen um, die aus dem alltäglichen Rahmen heraus fallen**  
906 **und vielleicht für Sie neu sind?**

907

908 **Reiseveranstalter**

909 Also das mache ich so... Ich habe ja im Computer absolute Ordnung. Ich arbeite  
910 nach dem Prinzip Zettelwirtschaft. Wenn ich irgendwas sehe, ne neue Idee, reiße  
911 ich das raus. In 'ner ruhigen Minute gucke ich mir das an. Ich mach mir so 'n  
912 Fundus. Wenn irgendwas Interessantes auf mich einstürmt, schreibe ich mir das  
913 auf einen Zettel, Reisen sowieso. Dann hab ich das erst mal untergearbeitet. Und  
914 meine ganze Ablage gehe ich ja systematisch so alle zwei Wochen dann. Am bes-  
915 ten ein Mal die Woche durch. Dann kommt das beiseite, und das nicht ... So dass  
916 ich das erst mal notiert habe, und dann springt mich das an, und dann gehe ich das  
917 auch gezielt an. Aber wenn was interessant ist, mach ich mir nicht im Computer,  
918 sondern per Zettel 'ne Notiz. Ich hab immer so viele Notizen, und die gehe ich  
919 systematisch durch. Und lege mir die Zettel dann auch hin für den Tag: Das ma-  
920 che ich heute, das mache ich morgen, und das arbeite ich ab.

921 **Schenk**

922 Das heißt also, es wird dann schon eine systematische Ordnung rein gebracht.

923 **Reiseveranstalter**

924 So nach und nach, genau. Und dann wird das vielleicht so innerhalb 'nem Vier-  
925 teljahr abgearbeitet.

926 **Schenk**

927 Aber es kann eben auch schon mal sein, dass was Wichtiges dadurch untergeht?

928 **Reiseveranstalter**

929 Wenn es richtig wichtig ist, würde ich mir das obenauf legen. Da mach ich mir  
930 auch ne DIN A 4 Seite, schreib auf: Reise so und so ... Wenn es dann zu einer

931 Reiseidee kommt, mach ich mir kurz 'nen Zettel, und am nächsten Tag wird das  
932 sofort in den Katalogentwurf auch eingegeben, damit mir das nicht untergeht.

933 **Schenk**

934 Kennst Du in dem Rahmen sowas wie Terminvorlagen?

935 **Reiseveranstalter**

936 Das mach ich per Kalender. In meinem Kalender. Da steht dann Rechnung bezah-  
937 len, Flüge stornieren, usw.

938 **Schenk**

939 Aber nicht in Bezug auf Informationen. Wo dann drauf steht: An dem Tag gehst  
940 Du da dran ....

941 **Reiseveranstalter**

942 Nee, nee, das wär mir auch zu viel. Nee, das schaff ich nicht. Wiedervorlage ja,  
943 aber nicht in Bezug auf Informationen. Dazu hab ich auch zu viele Informationen.  
944 Wir haben ja Kataloge jede Woche so viel. Das kann ich dann gar nicht bewälti-  
945 gen.

946 **Schenk**

947 Hmhm ..... Gibt es Dinge die rein kommen, die Du so interessant findest dass Du  
948 darüber andere Arbeiten ganz einfach mal erst zur Seite legst?

949 **Reiseveranstalter**

950 Selten, selten .... Meist komm ich nicht dazu, weil 5 Minuten später das Telefon  
951 klingelt. Aber jetzt kam gestern etwas. Ich plan ja mit Pastor Ostermeier eine Rei-  
952 se „Auf den Spuren von Martin Luther“. Da kam da irgendwas aus Thüringen, so  
953 'n toller Flyer „Martin Luther“. Hab ich kurz überflogen, aber nicht richtig in die  
954 Ablage gelegt, sondern mir so hingelegt: Das geh ich vielleicht gleich noch mal  
955 durch, um ein paar Reiseideen zu entwickeln. Aber das mach ich dann bei 'ner  
956 Tasse Tee oder Kaffee.

957

958 **Frage 10**

959 **Sie kennen diesen Spruch von Friedrich Schiller: Immer strebe zum Ganzen  
960 und, kannst du selber kein Ganzes werden, als dienendes Glied schließ an ein  
961 Ganzes dich an! Können Sie beruflich über Situationen berichten, in denen  
962 Sie sich lieber irgendwo angeschlossen haben? Welche Mühen nehmen Sie  
963 auf sich, doch stets „Vorturner“ zu sein und wie finden Sie für sich selbst  
964 heraus, ob das möglich ist?**

965

966

967 **Reiseveranstalter**

968 Ja, ich bin ja schon Glied im Ganzen durch das Netzwerk Volkshochschule  
969 Diepholz, Volkshochschule Osnabrück, verschiedene Kulturvereine, usw. Mich  
970 anzuschließen .... jein. Ich war ja jahrelang auch selbständig in der Reisebranche  
971 tätig, 8 Jahre. Das hat mit überhaupt nicht gefallen.

972 **Schenk**

973 Du bist ja jetzt auch selbständig in der Reisebranche. Was meinst Du damit?

974 **Reiseveranstalter**

975 War ich nicht selbständig, 8 Jahre nicht selbständig in GM-Hütte ja, beim LFW.  
976 Das lag aber wahrscheinlich auch am Chef. Der hat mir ja überhaupt keine Frei-  
977 räume oder so gelassen. Da hätt ich 30 Jahre arbeiten können, ich wär da immer  
978 noch der Adlatus gewesen. Aber ich hätte mir durchaus vorstellen können, sagen  
979 wir mal bei Studiosus Abteilungsleiter zu machen für Reiseprogramme oder so.  
980 Warum eigentlich nicht? Nur, das hat sich nicht geboten und deswegen bin ich  
981 Vorturner. Nach so vielen Jahren kann ich mir eigentlich gar nicht mehr vorstel-  
982 len, mich da so richtig einzupassen. Jeden Tag in den Betrieb von 9 Uhr bis 16  
983 Uhr zu sein ..... Vielleicht selbständig dann mal so für wen anders zu organisieren  
984 ..... selbständig, ja, in engerer Kombinationen mit 'ner anderen Firma, dann auch  
985 Zuträger-Dienste leisten, das fänd ich nicht schlecht. Das könnt ich mir vorstellen.  
986 Aber nur so 'n reinen Büro-Job zu machen, das ...

987 **Schenk**

988 Das heißt also doch immer sehen, dass diese Selbständigkeit erhalten bleibt, selbst  
989 wenn man mit anderen Selbständigen zusammen dann ein größeres Projekt abwi-  
990 ckelt?

991 **Reiseveranstalter**

992 Das fände ich gut. Das wäre eigentlich schön so als Kompromiss. Als Mittelweg.

993 **Schenk**

994 Wäre das dann so, dass Du Dich dann auch mal einer solchen Gemeinschaft un-  
995 terordnen könntest? Auch als Selbständiger? Oder müsstest Du Vorturner sein?

996 **Reiseveranstalter**

997 Unterordnen muss ich mich ja immer, auch den Sachzwängen. Dem Kontostand,  
998 den ganzen Bedingungen der Firma. Aber wenn das akzeptable Bedingungen wä-  
999 ren, hätt ich da gar keine Probleme mit. Ich bin ja Vorturner immer noch bei mei-  
1000 nen Vorträgen auch. Aber Vorturner zu sein, das macht mir eigentlich auch Spaß.  
1001 Ich meine, wenn man keine Lust hat, Vorturner zu sein, sollte man auch nicht  
1002 selbständig tätig werden. Das finde ich, ist ein wichtiges Merkmal für einen guten  
1003 Unternehmer, dass er Lust hat, Vorturner zu sein. Wenn man Lust hat, sich stän-  
1004 dig nur zu profilieren, das sind schlechte Voraussetzungen. Aber wenn man sich  
1005 immer nur so im Hintergrund hält, dann geht das gar nicht, dann tanzen einem die

1006 andern auf der Nase rum. Ich find so 'n Profil neurotische Leute unerträglich, aber  
1007 so wie wir das machen behaupte ich mal .... Das wir Vorturner sind durch die  
1008 Sache. Das ist ja noch was anderes. Bei uns steht ja die Sache im Mittelpunkt, und  
1009 nicht wir als Person. Wir sagen ja nicht, wir haben die schönste Frisur, die tolls-  
1010 ten Klamotten, wir haben die schönsten Augen. Sondern wir machen ja was über  
1011 Arbeit, über Dinge, über Aktivitäten. Da Vorturner zu sein, und das sein zu wol-  
1012 len, das finde ich gut. Aber nur sich als Person, ohne was zu bringen, in den Mit-  
1013 telpunkt zu stellen, das finde ich höchst notpeinlich.

1014

1015 **Abschlussfrage**

1016 **Wir haben in den vorangegangenen Fragen versucht, eine Menge an Infor-  
1017 mationen über unternehmerisches Verhalten anhand Ihrer persönlichen Er-  
1018 fahrungen und Beobachtungen zusammen zu tragen. Für Ihre konstruktive  
1019 Beteiligung an diesem Interview danke ich herzlich Können Sie vielleicht  
1020 noch einmal in wenigen Kernpunkten zusammenfassen, welche wesentlichen  
1021 Strukturelemente Ihnen für ein erfolgreiche und vorausschauende unter-  
1022 nehmerische Tätigkeit besonders wichtig sind?**

1023

1024 **Reiseveranstalter**

1025 Für vorausschauende unternehmerische Tätigkeit ist wichtig, dass man mitten in  
1026 der Arbeit steckt, aber dass man nicht dauernd untergeht. Dass immer noch ein  
1027 bisschen Freiraum bleibt für so übergeordnete Gedankengänge. Das ist aber ei-  
1028 gentlich nur möglich, wenn es nicht notwendig ist, von der Hand in den Mund zu  
1029 leben. Wie hier. Wenn man Mitarbeiter hat, auf die man sich richtig verlassen  
1030 kann, die Vieles abarbeiten, die einem auch mal den Rücke frei lassen. Das ist  
1031 hier bedingt gegeben, aber nicht so, wie ich mir das vorstelle. Unternehmerische  
1032 Vorausschau bedeutet auch eben nicht nur im Tagesgeschäft involviert zu sein,  
1033 sondern vielleicht 10% Zeit zu haben für andere Dinge. Und da hab ich vielleicht  
1034 3 bis 5 % Zeit. Ich hab das auch, aber zu wenig. Das ist etwas, was mir sehr viel  
1035 Spaß machen würde, und was mir auch fehlt, mich mal hin zu setzen .... Das habe  
1036 ich aber mit ReiseKunst Bremen, mit Edith H.... oft. Wir setzen uns dann hin  
1037 beim Frühstück: Welche Kooperationspartner haben wir .... dann schreiben wir  
1038 auf, mit wen läuft es .... Das mach ich mit ihr in Bezug auf Bremen. Wen sollen  
1039 wir da noch angehen, wen finden wir da gut, wen nicht, und so .... Und das merk  
1040 ich auch, das macht mir auch Spaß. Aber die ist eben in Bremen da so involviert.  
1041 Da helf ich ihr. Das macht mir eigentlich Spaß. Aber, wenn ich jetzt mal 2 oder  
1042 drei Stunden Zeit hätte für sowas, räum ich dann ehrlich gesagt auch mal wieder  
1043 meine Ablage dann auf, damit die nicht so überquillt. Die Vorausschau kommt  
1044 unter Dusche morgens. Dann hab ich manchmal Ideen und denke so ..... Aber da  
1045 bräuchte ich vielleicht auch mal zwei Wochen richtig Urlaub ohne auf Info-Reise  
1046 zu gehen.

1047 Also das wichtigste für unternehmerische Vorausschau ist, auch mal einen Frei-  
1048 raum zu haben. Mal eins, zwei Wochen Zeit zu haben, vielleicht zwei, drei Stun-  
1049 den in der Woche, wo man nicht nur kaputt ist, Zeit zu haben. Das ist schon wich-  
1050 tig.

1    **Interview Wohnungsgesellschaft am 20.07.2016**

2    **Frage 1**

3    **Ich möchte Sie bitten mir zu erzählen, wie Ihr unternehmerischer Alltag aus-  
4    sieht, welche Aufgaben zu erfüllen Ihnen dabei besonders wichtig ist, wie Sie  
5    dabei vorgehen, und wie Sie Ihren Arbeitsalltag planen, um alle anstehenden  
6    Aufgaben bewältigen zu können.**

7

8    **Wohnungsgesellschaft**

9    Also: Mein Tag beginnt eigentlich mit dem Checken von Emails und Post und die  
10   anstehenden Arbeiten nach Prioritäten zu sortieren, abzuarbeiten bzw. zu verteilen.  
11   In unserem Unternehmen sieht es so aus, dass man genau zwischen den plan-  
12   baren und den außerplanmäßigen Arbeiten unterscheiden kann. Es gibt einen Plan  
13   über die zu erstellenden Abrechnungen und die durchzuführenden Versammlun-  
14   gen, der sich jedes Jahr ähnelt. Dazu kommt dann alles, was außer der Reihe auf  
15   uns zu kommt wie anfallende Reparaturen, Sturmschäden, Überschwemmungs-  
16   schäden, usw. Dabei ist es mir sehr wichtig, die Prioritäten festzulegen, und zu  
17   entscheiden, wer wann was erledigt. In regelmäßigen Besprechungen mit dem  
18   gesamten Team wird ein Gerüst festgelegt, wann und von wem die anstehenden  
19   planbaren Arbeiten zu erledigen sind, und welche Fristen dabei einzuhalten sind.  
20   Die außerplanmäßigen Arbeiten werden dann in das System eingefügt. Priorität  
21   haben dabei selbstverständlich alle Arbeiten, die das Einhalten von Fristen erfor-  
22   dern, bzw. der Abwendung von Gefahren.

23    **Schenk**

24    Das heißt also, Sie sind die Person, die morgens im Prinzip die Arbeit verteilt?

25    **Wohnungsgesellschaft**

26    Genau.

27    **Schenk**

28    Und insofern so 'ne Art Disposition?

29    **Wohnungsgesellschaft**

30    Ganz genau. Also ich sitze wirklich und habe mein Plan genau was muss  
31   heute fristgerecht erledigt werden und was muss ansonsten noch, was ist noch  
32   wichtig, und das verteile ich dann an alle Mitarbeiter.

33

34 **Schenk**

35 Das bedeutet, es wird so im Wesentlichen nichts dem Zufall überlassen. Nein, auf  
36 keinen Fall.

37 **Schenk**

38 Und die Mitarbeiter haben fest vorgegebene Aufgaben, Aufgabengebiete, oder  
39 wie ist das strukturiert?

40 **Wohnungsgesellschaft**

41 Genau. Also die haben ihre festen Aufgaben. Da kommt natürlich immer was da-  
42 zu über Telefon auch für die einzelnen Mitarbeiter . Das, was die sofort erledigen  
43 können, wird sofort erledigt. Und dann kommen eben noch die außerplanmäßigen  
44 Dinge dazu. Wenn ich jetzt z.B. einen Sturmschaden habe, wo ich dann mehrere  
45 Leute brauche. Der eine muss die Versicherung, der Nächste die Handwerker,  
46 dann wird das eben noch verteilt auf diejenigen, die eben dort zuständig sind.

47 **Schenk**

48 Und was machen Sie, wenn ganz dringende Sachen dazwischen kommen, und Ihr  
49 Plan mehr oder weniger ins Wanken gerät?

50 **Wohnungsgesellschaft**

51 Ähm, dann ähm, müssen wir uns erst mal kurz sammeln, das ist oft so. Die Sa-  
52 chen, die mit per Frist raus müssen, die müssen dann raus, das steht gar nicht zur  
53 Debatte. Wir müssen ja auch gesetzliche Fristen einhalten bei Abrechnungen oder  
54 Einladungen zu Eigentümersammlungen, und alles andere, ja, muss dann noch  
55 mal neu geplant werden, kurzfristig und zügig.

56 **Schenk**

57 Und Sie sind ja nun mehr oder weniger Familienunternehmen das heißt, dass dann  
58 dort ganz kollegial, da gibt's dann auch kein Gezerre, Gemurre oder Ähnliches.

59 **Wohnungsgesellschaft**

60 Nein, meistens nicht. Gemurre gibt's ja immer mal, aber das geht ganz auf dem  
61 kurzen Dienstweg hier und ohne murren, freundschaftlich, partnerschaftlich ab.

62 **Schenk**

63 Ja, so soll's ja im Wesentlichen auch sein.

64 **Wohnungsgesellschaft**

65 Genau.

66 **Schenk**

67 Und, ähm, setzen Sie sich denn für Ihre Aufgabe, die Sie so am Tage bewältigen  
68 wollen denn auch Zeiten irgendwo, oder wie geht das? Oder geht das Stück für  
69 Stück weg?

70 **Wohnungsgesellschaft**

71 Das geht Stück für Stück. Also bei mir ist es meistens so, das merk ich immer  
72 wieder. Ich hab meistens eine feste Sache, wo ich weiß z.B. eine Abrechnung soll  
73 heute raus. Die hab ich dann dort, und meistens ist es so, dass der Vormittag doch  
74 mit Emails, Post und Telefon belegt ist, und ich dann ab Mittags wirklich dazu  
75 komme, das dann zu erledigen, was an dem Tag an stand und auch fest geplant  
76 war.

77 **Schenk**

78 Hmhm, und das ist dann so, dass sich daraus teilweise wieder neue Aufgaben  
79 strukturieren, oder?

80 **Wohnungsgesellschaft**

81 Genau. Also es ist ja oft auch so, dass also diese Abrechnungen alleine, und damit  
82 ist es ja nicht getan, wenn mir Eigentümergemeinschaften haben, dann folgt ja die  
83 Einladungen usw..Das hängt sich ja alles daran an, und das wird entweder verteilt,  
84 wenn jetzt Mitarbeiter dort sind, die jetzt in dem Bereich zuständig sind oder das  
85 wird eben selber, erledige ich selber. Und, also es ergibt sich da im Prinzip immer  
86 wieder ein ganzer Arbeitsablauf raus. Es wird ne Abrechnung gemacht, die Einla-  
87 dung, dann müssen noch mal Beschlüsse nachgesehen werden, die Tagesordnung,  
88 und es geht ja immer so weiter. Und das sind wirklich diese planbaren Dinge, die  
89 wir haben.

90

91 **Frage 2**

92 **Haben Sie schon einmal beobachtet, dass Sie sich in Ihrem Handeln von an-  
93 deren Menschen unterscheiden, insbesondere aber auch in Ihrem unterneh-  
94 merischen Handeln von anderen Unternehmern? Welche Unterschiede sind  
95 Ihnen aufgefallen?**

96

97 **Schenk**

98 Ich weiß, das ist 'ne schwere Frage.

99 **Wohnungsgesellschaft**

100 Ja, isses auch. Das war auch eine der letzten, die ich für mich beantwortet habe.  
101 Es ist immer schwierig zu sagen, ob das jetzt wirklich ein Unterschied ist. Aber,  
102 also ich halte es immer für wichtig, dass im Unternehmen eine gute Stimmung  
103 und ein reger Austausch herrscht. Das ist natürlich in 'nem Familienunternehmen  
104 auch n' bisschen einfacher als woanders. Ähm Konflikte müssen aus meiner Sicht  
105 schnell gelöst werden, damit die Hauptziele des Unternehmens erreicht werden  
106 und man keine Nebenkriegsschauplätze schafft. Das ist mit ganz wichtig. Ähm die  
107 Mitarbeiter sollen sich auf 's Wesentliche konzentrieren können, und bei uns  
108 herrscht auch nicht die Philosophie: „Das haben wir immer so gemacht“, sondern  
109 wir sind offen für neue Impulse. Das ist eben auch was, was mir persönlich ganz  
110 wichtig ist. Das hab ich immer in meiner ich hab ja 'ne Ausbildung auch gemacht  
111 als Bankkauffrau und dort hab ich auch immer wieder gemerkt, dass oft dieses  
112 „das haben wir immer so gemacht, Frau B., und das machen wir so weiter“. Und  
113 das ist was, was ich so gar nicht haben kann. Für mich sind neue Impulse wichtig  
114 und auch Offenheit und Transparenz gegenüber Kunden und Mitarbeitern, damit  
115 man vertrauensvoll zusammenarbeitet.

116 **Schenk**

117 Das heißt also, Sie haben Dinge beobachtet an anderen Menschen, anderen Unter-  
118 nehmern, die so in dieser Form nicht zutreffend sind.

119 **Wohnungsgesellschaft**

120 Ja, genau. Ganz genau.

121 **Schenk**

122 Inwieweit ziehen Sie denn äh, äh auch Informationen aus Ihrem Kundenkreis?  
123 Das sind ja vielfach auch irgendwelche Unternehmer. Was beobachten Sie da,  
124 dass die irgenwie anders reagieren, was fällt Ihnen da auf?

125 **Wohnungsgesellschaft**

126 Ähm, schwierig, weil man ja von der unternehmerischen Tätigkeit von denen oft  
127 nicht so viel mitbekommt, aber als Mensch natürlich auch, und da sehen wir im-  
128 mer wieder ganz verschiedene Unternehmer. Gibt, also wir haben auch viele Ei-  
129 gentümer, mit denen man gut dieses vertrauensvolle Verhältnis eben auch pflegen  
130 kann so wie ich beschrieben hab und wo ähm Transparenz auch ganz wichtig ist.  
131 Und dann gibt es auch immer wieder, ja, Kunden von uns die auch Unternehmer  
132 sind, die auch dieses „haben wir immer so gemacht“. Die sind nicht offen für  
133 Email Verkehr, da muss immer noch alles irgendwie per Post oder Fax passieren.  
134 Auch z.B. Handwerksbetriebe, die wir so haben, das sind ja auch Unternehmen.  
135 Und da isses oft auch so, dass mir gesagt wird: Ähm Sie haben mir 'ne Mail ge-  
136 schickt? Ach da schicken Sie mal lieber 'nen Fax oder rufen Sie an. Also die sind  
137 gar nicht für die neue Technik und die Kommunikation offen. Und das finde ich

138 immer schwierig. Also da merkt man richtig, die gehen gar nicht mit der Zeit.  
139 Und man kann so Viele ja ähm effektiver oder effizienter machen, indem wir jetzt  
140 per Email Handwerker beauftragen, und wenn die dann darauf nicht reagieren, ist  
141 das für uns natürlich auch ein Problem.

142 **Schenk**

143 Das heißt also, Sie haben irgendwo schon beobachtet, dass Zuverlässigkeit ir-  
144 gendwo ein Ding ist, wo Andere anders sind.

145 **Wohnungsgesellschaft**

146 Genau. Das ist z.B. auch das, was wir von Kunden immer wieder hören, die dann  
147 neu zu uns kommen, wo ich immer sage, von den anderen Mitbewerbern möchte  
148 man sich eben abheben, weil dort eben Zuverlässigkeit, diese Transparenz, was  
149 ich gesagt hab, das ist uns ganz wichtig, und das herrscht da oft nicht. Und eben  
150 auch ähm dass man Zusagen einhält. Solche Sachen, das ist auch was, was wir  
151 hier ganz ganz oben auf unserer Liste haben. Also wenn ich was nicht erfüllen  
152 kann, dann sage ich das auch gar nicht erst zu. Dann sage ich: Das kann ich nächs-  
153 te Woche machen, und dann halte ich das aber definitiv auch ein.

154 **Schenk**

155 Gibt es manchmal auch Dinge die äh wo Sie beobachten, dass andere Unterneh-  
156 mer die irgendwo besser machen, dass da was ist, das Sie übernehmen könnten?

157 **Wohnungsgesellschaft**

158 Ja, natürlich (lacht), klar, das gibt's ja auch immer, und das Vieles hat man ja viel-  
159 leich auch unterbewusst schon übernommen ähm. Bei mir ist das immer was, das  
160 kommt glaub ich auch gleich noch, dieses ähm: Ich musste erst lernen, und das  
161 habe ich auch bei anderen Unternehmern vielleicht gelernt und auch von meinem  
162 Vater viel. Ähm, dass man nicht immer nett sein muss, sondern dass man einfach  
163 auch mal straight den Weg vor gibt und äh ja auch mal klare Worte finden muss.  
164 Ds ist wirklich was, was ich lernen musste, und vielleicht liegt es auch manchmal  
165 so in der Natur der Frau, es ist ja auch oft so, dass man das so sagt, und das ist  
166 was, was ich ....

167

168 **Schenk**

169 Und wie gehen Sie dann in der Zusammenarbeit mit Menschen um, die eben Ihre  
170 Ideale nicht erfüllen? Versuchen Sie, die irgendwo da hin zu erziehen auch, oder

171

172 **Wohnungsgesellschaft**

173 Ähm, dahin zu erziehen ist schwierig finde ich immer. Ähm, also ich versuche  
174 hier, dass wir unser Ding durchziehen hört sich jetzt zu zu ist vielleicht zu hart  
175 gesagt, aber das man die schon ein bisschen in diese Bahn mit rein bringt, ja. Das  
176 auf jeden Fall. Aber vorsichtig.

177 **Schenk**

178 Und das funktioniert dann auch, haben Sie so viel Überzeugungskraft, dass Sie  
179 sich da irgendwo ...

180 **Wohnungsgesellschaft**

181 Bei den meisten ja. Das funktioniert ganz gut.

182 **Schenk**

183 Na gut, es gibt immer irgendwelche, die dann doch abspringen und sagen, ich ...

184 **Wohnungsgesellschaft**

185 Ja, aber das ist dann so. Das sind dann auch so Sachen, da muss man sich nicht  
186 mit belasten finde ich.

187 **Schenk**

188 Ist nicht mein Ding.

189 **Wohnungsgesellschaft**

190 Genau.

191 **Schenk**

192 Aber es ist jetzt nicht so, dass Sie sagen: Ich habe jetzt einfach nur meinen Stand-  
193 punkt und den übernehme ich, und wer nicht für mich ist, der ist gegen

194 mich ?

195 **Wohnungsgesellschaft**

196 Nein. Überhaupt nicht.

197 **Schenk**

198 Also ist da schon auch die Beobachtung da, dass man sich ein Stück ändern kann?

199

200

201 **Wohnungsgesellschaft**

202 Ja. Auf jeden Fall, also..... Wir sind auch flexibel. Ich sag auch immer ich ...man  
203 muss ja auch auf jeden .... Gerade hier ist es auch wichtig, dass man auf jeden  
204 Kunden und auf jeden Eigentümer so 'n bisschen individuell eingeht und sich dort  
205 auch mal anpasst natürlich. Ähm, aber ansonsten also, ja, das Straight ist schon  
206 wichtig. Merk ich immer wieder.

207

### **Frage 3**

209 **Welches sind für Sie typische Fallen und „schlechte“ Gewohnheiten, denen  
210 Sie bei Ihrer Arbeit immer wieder zum Opfer fallen, obwohl Ihr Verstand  
211 und gemachte Erfahrungen Ihnen eigentlich ein anderes Verhalten empfeh-  
212 len?**

213

### **Wohnungsgesellschaft**

215 Ja, das ist eben das Thema von gerade schon fast. Ich merke wirklich immer wie-  
216 der, dass ich noch oft zu nett bin, dass ich auch mal Grenzen aufzeigen muss nun  
217 nein sagen sollte oder eben : nicht jetzt, sondern später. Ähm, ich merke, dass es  
218 sich hier um einen Lernprozess handelt, den ich auf dem Weg zum Chef durch-  
219 mache und durchgemacht habe. Ähm, aus meiner Sicht ist es im unternehmeri-  
220 schen Handeln wichtig, es nicht allen recht machen zu wollen, sondern straight  
221 den Weg mit dem Ziel im Blick vorzugeben. Das ist eben das, was ich vorhin  
222 schon gesagt hab, und eine weitere schlechte Gewohnheit, die vielleicht auch in  
223 der Natur des Menschen liegt, ist das Zurücklehnen, wenn alles gut läuft. In den  
224 Situationen muss man sich immer wieder neu aufraffen, darf die Zügel nicht  
225 schleifen lassen, und dazu stelle ich mich und meine Arbeit immer wieder in Fra-  
226 ge, und versuche auch, immer neue Impulse zu erhalten. Eben durch Gespräche  
227 auch, hier intern, oder außerhalb mit Kollegen, die ähnliche Sachen machen. Oder  
228 mit Externen: Rechtsanwälte, Steuerberater, dass man da einfach sich auch aus-  
229 tauscht, und nicht denkt: Ach, es läuft ja Alles, wie's läuft.

### **Schenk**

231 Kennen Sie solche Dinge, dass Sie sich auch mal irgendwo scheuen, dann was  
232 anzupacken, dass Sie sagen: Ach, hab ich jetzt keine Lust zu?

### **Wohnungsgesellschaft**

234 Ja, das kenn ich, das ist sehr oft wenn das irgendwas Unangenehmes ist, ob's der  
235 Kunde in seiner Art ist, oder ob's die Angelegenheit an sich ist. Und, aber auch da  
236 haben wir also Lösung für uns so heraus gefunden, dass es gut ist, wenn man mit-  
237 einander darüber spricht. Auch wenn's jetzt nur mich betrifft, ist es gut, wenn ich  
238 sage: Meine Mutter oder meinen Vater jetzt als Kollegen ähm, das ist deren Be-

239 reich irgendwie auch, und man bespricht sich. Also das ist wirklich immer was,  
240 und ich kann das gut, dass ich mal 'ne Nacht drüber schlafe, und am nächsten  
241 Morgen geht es dann so von der Hand.

242 **Schenk**

243 HmHm. Und gibt es das, dass so über dieses laissez faire, laissez aller, dass da  
244 auch mal Situationen kommen, wo Sie sich wirklich aufraffen, geben sich selbst  
245 'nen Tritt geben müssen, um sich in die Spur zu bringen.... oder eigentlich gar  
246 nicht?

247 **Wohnungsgesellschaft**

248 Doch, das gibt's auch mal. Also wenn ich sage, dass es das überhaupt nicht gibt,  
249 würde ich lügen. Aber es ist selten, wie mir meine Arbeit halt viel Spaß macht,  
250 und weil ich eben auch immer das Ziel im Blick habe, und weiß einfach, wenn ich  
251 meine Sachen erledige, dann hab ich weniger Stress und weniger Ärger. Ähm,  
252 aber es ist auch oft so, aber auch da ist es hier bei uns so, dass wir uns häufig den  
253 Tritt dann auch selber geben, und dass wir sagen: Mensch komm, wir packen das  
254 jetzt an, und wir machen das eben zu Zweit, wenn's was ist, was man zusammen  
255 machen kann. Und dann funktioniert 's einfach.

256 **Schenk**

257 HmHm. Kennen Sie das, dass man Dinge einfach an die Seite legt, äh, weil man  
258 sieht, ich komme da nicht weiter oder: das ist mir jetzt zu viel. Wie wird sowas  
259 hinterher wieder eingespeist? Oder gibt es da auch Dinge, die auf Nimmerwieder-  
260 sehen schlummern?

261 **Wohnungsgesellschaft**

262 Also auf Nimmerwiedersehen Schlummern ist bei uns sehr schwierig, weil sonst  
263 irgendwann irgendjemand dort steht, der einem auf die Füße tritt. Von außen  
264 dann. Aber dass man was an die Seite legt, wo ich auch selber dann denke:  
265 Mensch, das liegt jetzt hier zwei Wochen, du musst jetzt mal langsam, das gibt es.  
266 Ähm, ich merke, dass es das mehr gibt in Situationen, wo viel zu tun ist, wo viel  
267 Action hier ist, dass man dann Manches. Und da isses dann so, dass man einer in  
268 'ner ruhigen Minute irgendwann, wenn man sich's dann nimmt, und vielleicht  
269 auch im Gespräch mit jemand anders, oder wirklich ganz hier in Ruhe, dan ist es  
270 doch irgendwie zu lösen, und wird auch angepackt. Also, über lange Zeiträume  
271 liegt nichts. Das kann wirklich mal sein ....

272

273

274 **Schenk**

275 Kennen Sie so Situationen, dass sie sagen: Da ist ne Aufgabe, ich möchte das  
276 nicht, ich möchte das wirklich nicht, und erst Mal in die Runde gucken, wem kann  
277 ich's denn auf 's Auge drücken?

278 **Wohnungsgesellschaft**

279 (Lacht) Auch das gibt's. Ich hatte das gerade gestern noch, dass ich was habe, das  
280 eigentlich nicht kompliziert ist, und dass die Eigentümergemeinschaft macht es  
281 kompliziert. Und da hab ich auch gedacht: Ich nicht mehr. Ich steck da so drin, ich  
282 will's nicht mehr, aber ich hab mir den Ruck gegeben und hab gesagt: Da musst  
283 Du jetzt durch. Und, ähm, wenn man's anpackt, dann funktioniert 's ja dann auch.  
284 Aber natürlich hab ich, also ich bin nicht so, dass ich komplizierte Sachen gerne  
285 abgebe. Ich mach das doch dann doch liebe selber.

286 **Schenk**

287 HmHm. Wenn aber so ein Fall ist, da schwingt irgendwo ein kleines schlechtes  
288 Gewissen mit...

289 **Wohnungsgesellschaft**

290 Ja, ja, genau.....

291 **Schenk**

292 Ja, und sonst irgendwelche schlechten Gewohnheiten so fallen Ihnen nicht ein,  
293 nicht?

294 **Wohnungsgesellschaft**

295 Fällt mich nicht ein. Aber es ist wirklich, diese Sachen waren wirklich die wo ich  
296 sage, das ist sofort was.

297

298 **Frage 4**

299 **Können Sie für sich eine Methode beschreiben, wie Sie zum Wohle Ihres Unternehmens den Blick vorausschauend in die Zukunft richten? Was sensibilisiert Sie, vorausschauend zu überlegen und zu planen; wie systematisch machen Sie das?**

303

304 **Wohnungsgesellschaft**

305 Also alle Arbeitsabläufe werden bei uns regelmäßig geprüft. Es herrscht ein reger  
306 Austausch mit den Mitarbeitern und mit den Kunden, und es wird gemeinsam  
307 versucht, die Effizienz ständig zu steigern, und noch besser zu werden. Dabei beziehen  
308 wir alle Mitarbeiter mit ein. Ähm momentan, was die Vorausschau eben  
309 auch beschreibt, stehen bei uns personelle Veränderungen an. Wir müssen aufrüs-

310 ten personell. Und da ist es mir sehr wichtig, dass Mitarbeiter über gute berufliche  
311 Qualifikation und soziale Kompetenzen verfügen. Billige Arbeitskräfte brauchen  
312 wir nicht, suchen wir auch nicht. Wir sind dabei, auf Dauer ein schlagkräftiges  
313 Team aufzubauen auch, das bereit ist, Verantwortung zu übernehmen, selbstständig  
314 arbeitet, und auf das ich mich verlassen kann. Ja, und sensibilisiert für diese ganze  
315 Vorausschau werde ich durch den Wunsch, etwas Nachhaltiges zu schaffen, und  
316 den Betrieb langfristig stabil zu halten, oder auszuweiten.

317

### 318 **Schenk**

319 Hmhm. Gibt es das, dass Sie mit einem Male auch möglicherweise von außen  
320 heran getragen Aufgabenfelder sehen, die Sie jetzt nicht im Beritt haben? Und  
321 darüber nachdenken: Kann das was sein für uns, oder kann das nichts sein für uns?

322

### 323 **Wohnungsgesellschaft**

324 Ja, das gibt's auch. Öhm, im Moment ist das ziemlich viel, das liegt wahrscheinlich  
325 auch an der Lage am Immobilienmarkt, dass wir viel mit Neubauten und der  
326 Projektierung konfrontiert werden. Und wir hatten jetzt gerade ein Neubauprojekt,  
327 was auch durchgeführt wird. Und das war .... Früher wurde hier ja gebaut, irgende wann  
328 war das hier ja wirklich nur noch die Verwaltung und die Vermittlung  
329 von Immobilien, und mittlerweile ist es auch so, dass wir zu dieser Projektierung  
330 auch kommen. Und da mussten wir auch erst mal überlegen: Wollen wir das,  
331 können wir das, haben wir die Möglichkeiten, haben wir hier das Volumen, dass  
332 wir das schaffen von der Arbeit. Und ähm dann haben wir uns dafür entschieden,  
333 dass wir das machen. Dann haben wir das da ausprobiert und es funktioniert gut.  
334 Und dadurch ergibt sich jetzt irgendwie auch immer mehr, und deswegen sagen  
335 wir auch: wir müssen personell aufrüsten. Es gibt auch Sachen wo wir sagen, da  
336 gehen wir nicht ran. Also.

337

### 338 **Schenk**

339 Sind Sie denn dabei eigentlich eher auf Erhalt oder auf Vergrößerung, Ausbau äh  
340 fixiert?

341

### 342 **Wohnungsgesellschaft**

343 Also ich meine, Erhalt ist wahrscheinlich das erste Ziel immer noch jeden Unternehmers. Und aber ich bin auch oder wir hier gemeinsam auch sind auf jeden Fall  
344 offen für Erweiterung und merken auch, dass es gerade mit uns passiert. Dadurch  
345 dass wir uns in verschiedene Bereiche wieder eingeklinkt haben, bei mir ist das  
346 auch viel gekommen durch ... ich hab ja diese Weiterbildung gemacht zum Immobilien  
347 Fachwirt und damit ergaben sich wieder ganz neue Horizonte, wo ich  
348 mich jetzt auch ran traue, und dadurch also Erweiterung durchaus. Ja.

350

351 **Schenk**

352 Finden Sie, dass es aus eben solchen Informationen die man aufschnappt, dass die  
353 irgendwo festgehalten werden, dass es ne Art to do Liste gibt: da müsste ich mal  
354 genauer reingucken, nachdenken, oder Ähnliches?

355

356 **Wohnungsgesellschaft**

357 Ja, also wir haben ähm für einzelne Objekte to do Listen, die wir nach den Eigen-  
358 tümer Versammlungen oder nach Begehung dort auch erstellen, und da kann jeder  
359 Zugriff, also es ist zentral gespeichert, und bei einem Anruf kann sofort jeder rein  
360 klicken und nachgucken, was dort Sache ist. Und gemacht werden muss, und ge-  
361 macht ist, oder gerade in Arbeit ist.

362

363 **Schenk**

364 HmHm. Haben Sie denn gerade jetzt im Punkte auf Vorausschau, auch dass sich  
365 was ändern muss, haben Sie irgendwelche Kontrollmechanismen hier bei sich im  
366 Unternehmen, dass Sie sagen: Halt, ich komme hier an eine Leistungsgrenze oder  
367 Ähnliches, oder wie passiert das? Wie ist so die Planung da?

368

369 **Wohnungsgesellschaft**

370 Ähm. Also das ist was, die Planung ähm .... Auf die Zukunft ... Mal drüber nach-  
371 denken ... Also Sie meinen jetzt, öh, also Sie meinen jetzt, ob wir die Ziele, ob  
372 die erreicht werden, was man sich so steckt und ...

373 **Schenk**

374 Zum Beispiel

375

376 **Wohnungsgesellschaft**

377 Jaha

378

379 **Schenk**

380 Nicht, gibt es irgendwelche Planzahlen für das nächste Jahr, wie will ich da und  
381 da hin kommen.

382

383 **Wohnungsgesellschaft**

384 Also da sind zum Beispiel auch Sachen, die mit dem Steuerberater viel im Aus-  
385 tausch zu sehen sind. Also da sind wir ganz eng auch mit unserem Steuerberater  
386 zusammen, dass man eben die BWAs und diese Sachen anguckt. Das sind für uns  
387 ganz klare Zahlen, schwarz auf weiß. Öhm und ansonsten wird auch immer wie-

388 der geguckt, öhm, wie viele Anlagen hat man, wie viele Anlagen hatte man vor  
389 fünf Jahren meinewegen, als man was geändert hat, ob das auch wirklich Früchte  
390 getragen hat, solche Dinge. Das machen wir schon, ja.

391 **Schenk**

392 Das heißt also, die Sensibilisierung kommt bei Ihnen auch mit über das Zahlen-  
393 werk, das Sie vorgegeben kriegen.

394 **Wohnungsgesellschaft**

395 Auf jeden Fall.

396 **Schenk**

397 Und wie machen Sie dann so einen Kapazitätsabgleich zwischen: Das könnten wir  
398 tun, das ist unser Potential, was haben.... Wie bewerten Sie das, dass Sie sagen:  
399 Jetzt ist der Punkt gekommen, wir brauchen neue Mitarbeiter.

400 **Wohnungsgesellschaft**

401 Also A ist es ja einmal das Gefühl, wie man es so merkt, aber andererseits, es ist  
402 schon so, dass man ja so die Bewirtschaftung der einzelnen Anlagen grob in den  
403 Stunden schätzen kann. Wenn nicht ganz Unvorhergesehenes dazwischen kommt.  
404 Und man kann ja diese planbaren Dinge von denen ich vorhin sprach, die kann  
405 man ja so abschätzen in Stunden und alles Andere muss man dann eben so dazu  
406 schätzen. Daran können wir das auch noch erkennen: Passt das hier noch, die  
407 Stunden auf die Mitarbeiter verteilt, oder brauchen wir mehr oder was brauchen  
408 wir auch. Brauchen wir 450 € Kräfte, oder Vollzeit, das muss man ja auch ab-  
409 schätzen. Und da sind wir eben auch gerade dabei, wie wir, wo wir jetzt geguckt  
410 haben, ja, was ist überhaupt unser, ja was brauchen wir.

411 **Schenk**

412 Kann es Ihnen passieren, dass Sie ganz einfach einen Auftrag, der an Sie heran-  
413 getragen wird, derzeit ablehnen müssen, eben weil Sie wissen: Wir haben die Ka-  
414 pazität nicht.

415 **Wohnungsgesellschaft**

416 Ähm .... Im Moment ist das noch nicht so weit, aber wir sind aus diesem Grund  
417 dabei, das wir sagen wir brauchen jetzt dringend .... Wir haben gerade schon je-  
418 manden eingestellt. Wir brauchen auch jetzt dringend noch mal mehr Personal,  
419 weil wir sonst sind wir an dem Punkt wo wir sagen müssen: Es wird eng. Und da  
420 muss man auch ehrlich sein, nicht. Also das ist, weil das gehört auch zu unserer  
421 Philosophie, dass wir nicht alles annehmen, und hinterher können wir die Arbeit  
422 nicht mehr bewältigen. Das ist uns eben auch ganz wichtig, und deswegen haben

423 wir jetzt gesagt, wir müssen jetzt innerhalb der nächsten vier Wochen zusehen,  
424 dass noch jemand dazu kommt.... Und, also, nicht, dass man dann Aussicht hat,  
425 dass jemand dazu kommt, damit man eben nichts ablehnen muss. Also das wäre  
426 was, was ich nicht für gut heißen würde.

427 **Schenk**

428 Geht Ihre Vorausschau eigentlich nur in Richtung Wachstum dann, oder denken  
429 Sie auch weiter? Erhalt, nächste Generation, oder ähnliche Dinge.

430 **Wohnungsgesellschaft**

431 Ich glaube, das liegt vielleicht auch ein bisschen am Familienbetrieb. Natürlich  
432 wünscht man sich irgendwie, dass man etwas schafft, was dann auch auf die  
433 nächste Generation übergehen kann, oder wo die Generation irgendwie Früchte  
434 raus tragen kann, inwiefern auch immer. Öhm, es ist nicht nur das Wachstum. Für  
435 mich ist es wirklich wichtig, dass man sich komplett etabliert, ja dass man im  
436 Prinzip Íne Instanz ist, und ja, dass der Betrieb erhalten bleibt. Als ich .... Gerade  
437 am Immobilienmarkt isses ja auch schwierig. Ich sag auch, es kann gar nicht so  
438 weiter gehen, wie im Moment die Entwicklung ist. Wir müssen auch aufpassen,  
439 dass wir auf dem Teppich bleiben, und dass man sieht, wenn, was das ist, wenn es  
440 am Immobilienmarkt nicht mehr so ist. Im Moment sind ja viele Verkäufe, und  
441 sowas, nicht, und das ist ja ...

442 **Schenk**

443 Das heißt, Sie haben in Ihrer Vorausschau auch den Gedanken, es könnte mal  
444 nicht so gehen.

445 **Wohnungsgesellschaft**

446 Ja, auf jeden Fall. Ich glaube, das ist auch wichtig. Also alles andere .....

447 **Schenk**

448 Und wie sehen dann solche Gedankenkonzepte aus, die da möglicherweise dahin-  
449 ter stehen?

450 **Wohnungsgesellschaft**

451 Ähm ... Ja gut, bei uns isses ja so, dass wir diese Dinge haben, die für uns auch  
452 planbar sind, die Verwaltung. Das sind ja regelmäßige Einnahmen auch, die man  
453 ja schon planen kann, und wo man auch .... Und da ist es mir immer wichtig, dass  
454 man nicht von diesen .... Dass ich nicht .... Ich sag immer, dass ich nicht darauf  
455 warten muss, dass der Kunde rein kommt und sagt: Ich möchte mein Haus verkau-  
456 fen, sondern dass ich weiß, es läuft auch, wenn keiner kommt. Und das ist eben  
457 das, so planen wir auch. Nicht also, ich würde eher öhm einen Verkauf oder ne  
458 Vermietung, ne einzelne ablehnen, als eine Verwaltung, wo ich weiß, das ist dann

459 für Jahre gebunden, und die Kundenbindung ist da. Solche Dinge. Das ist mir  
460 ganz wichtig, was dieses angeht, wenn das nicht mehr so ist, und wen das Wachstum  
461 nicht mehr da ist, und der Immobilienmarkt vielleicht auch das nicht mehr  
462 hergibt, was er im Moment macht.

463 **Schenk**

464 Und noch mal in ganz andere Bereiche einsteigen, weil irgendwo Sie was gesehen  
465 haben, ein Zuruf kommt, das wäre für Sie nicht vorstellbar?

466 **Wohnungsgesellschaft**

467 Ähm, es kommt ein bisschen darauf an, was das wäre, hmm... wir sind auf jeden Fall offen, aber wir sind auch immer so hier eingestellt, sowohl meine Eltern als auch ich, ich hab das vielleicht so ein bisschen übernommen, wir sagen: Man muss immer ein bisschen auf dem Teppich bleiben, wir machen das, was wir können, und alles Andere überlassen wir anderen. Oder in Zusammenarbeit mit anderen eben auch. Geht ja auch. Zum Beispiel bei diesem Neubauprojekt da haben wir auch gesagt, wir treten nicht als Investor auf, wir fangen jetzt nicht irgendwie an zu bauen selber, sonder übergeben das dann an Firmen.

475 **Schenk**

476 Ja ich denke an ganz andere Bereiche, zum Beispiel, öh, Richtung Versicherungsbereich. Mir ist gerade gestern vorgetragen worden von der ARAG, dass die jetzt also eine Versicherung übernehmen, wenn irgendwo Mietausfälle sind. Treten die ein. Dass ein Unternehmen wie Ihres beispielsweise solche Versicherungen mit vermittelt, oder Ähnliches.

481

482 **Wohnungsgesellschaft**

483 Also da haben wir auch immer wieder. Dass Versicherungen an uns ran treten, und auch, ob wir da auftreten wollen als Vermittler, usw. Das ist aber was, wo wir immer so ein bisschen vorsichtig sind. Also wir wollen uns nicht nur in eine Richtung begeben. Also z.B. wenn man jetzt auf die Versicherungen hinaus will, wir arbeite ja mit verschiedensten Versicherungen zusammen und wollen uns nicht an eine binden, und wollen auch unseren Kunden das breite Spektrum geben. Ich bin auch immer vorsichtig, weil wir als Hausverwaltung ... da isses leider oft so, dass einem da komische Dinge unterstellt werden wie: Man arbeitet nur mit einer Versicherung oder nur mit einem Handwerke und kriegt da davon was ab. Und da sind wir so, dass wir so sagen: ganz neutral wollen wir uns verhalten. Also ganz bewusst auch.

494

495

496

497 **Frage 5**

498 Sie haben ein richtig dickes Problem vor sich, das Sie in seiner Tragweite  
499 noch gar nicht so richtig fassen können. Wie empfinden Sie eine solche Situa-  
500 tion und welche Gefühle löst diese bei und in Ihnen aus? Können Sie sich an  
501 ein solches Problem erinnern? Mit welchen Vorgehensweisen haben Sie ver-  
502 sucht, es zu lösen oder zumindest zu „entschärfen“?

503

504 **Wohnungsgesellschaft**

505 Das kommt ja immer al wieder vor in der unternehmerischen Tätigkeit. Bei mir  
506 kann so ne Situation verschiedene Gefühle auslösen. Es kommt einmal darauf an,  
507 um was für eine Art Problem es sich handelt. Merk ich, dass ein Fehler im eignen  
508 Unternehmen zu dem Problem geführt hat, kann das zunächst mal Wut und Be-  
509 drückung auslösen. Liegt das Problem außerhalb des Unternehmens, merke ich,  
510 dass ich es sehr rational angehen kann, und auch schnell eine Lösung finde. Ich  
511 hab dabei die Erfahrung gemacht, dass das berühmte eine Nacht drüber schlafen  
512 häufig zur Lösungsfindung beitragen kann. Und außerdem ist es mich sehr wich-  
513 tig, mich mit vertrauten Personen im Unternehmen und auch außerhalb des Unter-  
514 nehmens, was ich vorhin schon mal sagte: Steuerberater, Rechtsanwälte, je nach  
515 dem, was für 'n Problem darüber austauschen kann. Ähm... Diskussion und Mei-  
516 nungsaustausch helfen mir oft sehr, das Problem zu lösen oder zu entschärfen.  
517 Ähm ja, dagegen Verschleppung, Vertuschung ist eher kontraproduktiv. Das hilft  
518 nicht.

519 **Schenk**

520 Gibt es denn so Situationen, wo Sie auch mit ner gewissen Ohnmacht davor ste-  
521 hen?

522 **Wohnungsgesellschaft**

523 Hmmmm.

524 **Schenk**

525 Und sagen, ich weiß nicht, wie ich damit umgehen soll?

526 **Wohnungsgesellschaft**

527 Also, so 'ne richtige Ohnmacht kann ich mich gar nicht dran erinnern. Weil es ja  
528 meistens Dinge sind, die man irgendwie doch beeinflussen kann, wie auch immer.

529 **Schenk**

530 Ich gebe Ihnen mal ein simples Beispiel: Ihre gesamte Computeranlage fällt aus,  
531 alle Daten sind gelöscht.

532 **Wohnungsgesellschaft**

533 Oh Gott! (lacht). Dann wäre Ohnmacht ausgelöst! Ich hoffe, wir haben vorge-  
534 sorgt. Ähm, ja, ähm. Das wäre natürlich wirklich .... Wenn jetzt wirklich alles  
535 weg wäre, wir haben natürlich tausend Sicherungsgeschichten, aber wenn jetzt  
536 alles weg wäre....ähm .... Ich glaube, ich würde erst mal alle zusammentrom-  
537 meln, inclusive Computerspezi, und, und, und..... und würde dagegen: Was tun  
538 wir jetzt. Und das wäre auch eben was .... Für mich ist es vielleicht auch ein Hil-  
539 feruf, dass man sagt, kommt alle einmal hier jetzt und was können wir machen.  
540 Aber: Irgendwie wäre das zu lösen. Oder zu entschärfen auch nur. Es ist ja oft so,  
541 wenn man vor so 'nem Problem steht, dass man wirklich vielleicht im ersten Mo-  
542 ment gar nicht mehr weiß, was man machen soll, könnte ich mir auch vorstellen.  
543 Aber das darüber sprechen hilft ja zumindest, um irgendwie zu sehen, was haben  
544 wir überhaupt für ne Möglichkeit, was gibt's überhaupt. Und dann muss man sich  
545 eben für die eine Möglichkeit entscheiden, die man als richtig und zielführend  
546 ansieht.

547 **Schenk**

548 Das heißt also, Sie können sich keine Situation so im Moment vorstellen, eben  
549 auch im Vertrauen auf das Team, dass man ständig irgendwo zu einer Lösung  
550 findet.

551 **Wohnungsgesellschaft**

552 Ja, ich hoffe, das ist auch so.

553 **Schenk**

554 Haben Sie das denn schon mal gehabt irgendwo, dass Sie davor gestanden haben  
555 und gesagt haben: Das wie ich jetzt auch nicht ....

556 **Wohnungsgesellschaft**

557 So ganz wirklich nicht. Also ich kann mich da nicht dran erinnern. Es war immer  
558 was, wo man zumindest wusste, wo man anrufen kann, wer einem hilft, oder ....  
559 Also wenn ... Man hat das ja immer mal, dass man vielleicht einen Anruf kriegt  
560 und auflegt und denkt: Ich weiß überhaupt nicht jetzt, was los ist. Aber dann weiß  
561 ich zumindest: Ich kann hier fragen, oder ich kann unsern Anwalt, wo wir 'nen  
562 kurzen Draht hin haben, anrufen.

563 **Schenk**

564 Das heißt also: Solche Situationen, solche Probleme, die lösen mal erst ein Infor-  
565 mationsbedürfnis aus.

566

567 **Wohnungsgesellschaft**

568 Ja, genau, das kann man so sagen, ja.

569 **Schenk**

570 Und das bedeutet also, das Sie dann versuchen, zu strukturieren.

571 **Wohnungsgesellschaft**

572 Mhmmm ... Das ist ganz wichtig für mich auch, dass man wirklich 'nen Plan hat,  
573 was man jetzt tut, und nicht völlig irr irgendwie versucht, etwas zu machen,  
574 sondern .... Da hilft wirklich auch dieses: Eine Nacht drüber schlafen mir oft. An  
575 dem Tag, wo das Problem auftritt, ist man ja wirklich oft dann so 'n bisschen  
576 kopflos. Wenn man eine Nacht drüber geschlafen hat, dann ist es ja oft so, dass  
577 man wirklich Schritt für Schritt auch vorgehen kann. Mit 'nem Plan.

578 **Schenk**

579 Kennen Sie das ... Sie sagen gerade so mit ne Plan, dass man ein Problem ir-  
580 gendwo auch mal schriftlich strukturiert, dass man es mal aufschreibt und sagt:  
581 So, welche Bausteine hat das denn jetzt eigentlich, welche Bausteine kann ich  
582 davon packen, und welche im Moment nicht. Wo brauch ich was von außen?

583 **Wohnungsgesellschaft**

584 Also das ist für mich, für meine Tätigkeit eh ganz wichtig. Ich hab das auch  
585 manchmal z.B. wenn ich gar nicht weiß, was muss ich jetzt gerade tun, das kann  
586 ja auch so 'n Problem sein, wo man erst mal steht, und dieses Aufschreiben ist  
587 dann für mich immer 'ne ganz wichtige Lösung. Man hat 's einfach vor Augen  
588 und kann auch Dinge abhaken, oder verteilen. Einzelne Bausteine können schon  
589 mal dann an die Mitarbeiter verteilen, und andere würde man selbst übernehmen,  
590 und sieht dann auch, dass man vorwärts kommt, und dass das zu 'ner Lösung füh-  
591 ren kann.

592 **Frage 6**

593 **Die wichtige Bedeutung von Netzwerken und von Netzwerkarbeit in heutiger  
594 Zeit unbestritten. Können Sie spontan über Netzwerke berichten, in denen  
595 Sie beruflich zuhause sind? Und vielleicht können Sie auch darüber erzählen,  
596 wie Sie sich selbst in Netzwerkarbeit eingeben, welche Vorteile Sie sich davon  
597 erwarten, und welchen „Input“ Sie bereit sind, für eine gedeihliche Netz-  
598 werkarbeit zu geben?**

599

600

601

602 **Wohnungsgesellschaft**

603 Bei mir gibt's im Prinzip im Moment zwei hauptsächliche Netzwerke, die auch  
604 von Dauer sind, in denen ich mich beruflich bewege. Das ist einmal ein Netzwerk  
605 von der Gemeinde Wallenhorst hier, zum Thema „Wohnen mit Zukunft“, da ist es  
606 so dass sich Architekten, Banker, Baufirmen, die Gemeinde, der Landkreis, und  
607 auch wir über den Wohnungsmarkt im Allgemeinen, und Barriere freies Wohnen  
608 im Besonderen, austauschen. Da bringe ich die Erfahrung ein, die wir in unserem  
609 Geschäft täglich machen. Äh, da geht's oft um die Lage am Wohnungsmarkt, um  
610 die aktuellen Mietpreise, den Bedarf an Wohnungen, etc. Äh, als Vorteil erwarte  
611 ich hieraus, dass die Gemeinde etwas tun kann, dass durch uns der Bedarf in Zu-  
612 kunft noch besser befriedigt werden kann. Es können sich außerdem neue Hand-  
613 lungsmöglichkeiten daraus eröffnen, durch Zusammenarbeit mit den verschie-  
614 den Berufsgruppen. Und das andere Netzwerk hat sich im Rahmen meiner Wei-  
615 terbildung zum Immobilienfachwirt bei der IHK gebildet. Das besteht aus Immo-  
616 bilienfachwirten. Wir sind in verschiedenen Bereichen in der Immobilienwirt-  
617 schaft tätig. Und da findet auch immer ein reger Austausch statt, da jeder sein  
618 Spezialgebiet hat, und den Anderen bei Fragen gern zur Seite steht und Auskunft  
619 gibt. Ähm, da kann man sich sehr gut austauschen und auch Erfahrungen eben  
620 weiter geben. Ähm, ja, wozu ich bereit bin, öh, mich einzubringen, ist eben solan-  
621 ge es sich jetzt nicht um Unternehmensinterna handelt, oder um Informationen,  
622 die ein Konkurrent nutzen könnte, bin ich gerne bereit, einen Input für die Netz-  
623 werkarbeit zu leisten. Wichtig ist mir dabei eben, dass innerhalb des Netzwerkes  
624 eine Win-Win-Situation entsteht, und Informationen nicht nur einseitig genutzt  
625 werden können.

626 **Schenk**

627 Das heißt also, Sie wollen also letztlich auch was draus ziehen?

628 **Wohnungsgesellschaft**

629 Genau

630 **Schenk**

631 Nutzen Sie eigentlich auch so, jetzt mal abgesehen von irgendwelchen Organisa-  
632 tionen andere Netzwerke, dass Sie beispielsweise sagen: Ich habe diesen oder  
633 jenen Handwerker, der für mich arbeitet, der hat ja wiederum auch Kontakte. Wie  
634 komme ich an solche Kontakte möglicherweise ran.

635 **Wohnungsgesellschaft**

636 Also wir haben ja, also was Handwerke angeht, oder eben auch, was ich vorhin  
637 gesagt hab, mit: Wir haben einen Anwalt, mit dem wir immer in Kontakt sind.  
638 Wir haben die Handwerksfirmen, das sind eigentlich auch immer so 'n großer

639 Pool, wo dann auch wieder was kommt. Also, das ist eigentlich unser tägliches  
640 Brot. Wenn wir dieses Netzwerk nicht hätten, könnten wir gar nicht bestehen.  
641 Weil das eben auch Sachen sind, .... Wir haben hier oft so kleine Reparaturen, da  
642 kommt jeder Tischler sofort. Und wenn wir dieses Netzwerk Netzwerke nicht  
643 hätten, hätten wir ein Problem, dass da sofort was erledigt würde. Und daraus  
644 kommen dann zu uns oft auch noch mal wieder Aufträge, weil wir weiter empfoh-  
645 len werden.

646 **Schenk**

647 Das heißt also, Sie nutzen das schon, wenn z.B. der Handwerker, mit dem Sie  
648 arbeiten, einen Spezialscharnier nicht hat, dass Sie ihn fragen: Du hast den nicht,  
649 aber vielleicht weißt Du jemanden, der weiter helfen kann.

650 **Wohnungsgesellschaft**

651 Genau. Auf jeden Fall. Also das hatte ich jetzt auch letztens, vorletzte Woche ge-  
652 rade noch, da mussten wir draußen eine Fassade, da mussten die Fugen gemacht  
653 werden, und ich hatte einen Fugentechniker, der aber nur flexible Fugen macht,  
654 und da hab ich auch gesagt: Wen kann ich anrufen? Und dann hab ich 'nen Kon-  
655 takt bekommen, und das hat gut funktioniert.

656 **Schenk**

657 Hmhm .... Das heißt also Sie sehen die Vorteile, die in einem Netzwerk liegen,  
658 verschließen sich dem nicht

659 **Wohnungsgesellschaft**

660 Nein, auf gar keinen Fall

661 **Schenk**

662 ... sind aber auch bereit, abzugeben.

663 **Wohnungsgesellschaft**

664 Ja. Genau. Davon lebt ja so 'n Netzwerk auch.

665 **Schenk**

666 Diese Abgabe, wie kann die bei Ihnen denn aussehen? Sie sagten vorhin an ir-  
667 gendwelche Verbände hier in der Region, oder gibt es darüber hinaus Hilfestel-  
668 lungen, die Sie beispielsweise auch an Mieter oder ähnliche geben können?

669 **Wohnungsgesellschaft**

670 Ja, also wir haben um Beispiel auch Kunden, die sind in einer Eigentümergemein-  
671 schaft und haben aber auch noch ein Mietshaus, die dann mal nachfragen: Wie

672 machen wir die Mieterhöhungen. Das geben wir auch weiter dann. Das stellen  
673 wir dann auch nicht in Rechnung. Das sind so Sachen, die für uns einfach dazu  
674 gehören, auch zur Kundenbindung. Mieter, wenn die nach 'nem Umzugsunter-  
675 nehmen fragen usw., dann haben wir auch immer irgendwie Firmen in der Hinter-  
676 hand, die wir dann empfehlen.

677 **Frage 7**

678 **Vielleicht kennen Sie diesen dummen Spruch: „Nett ist der kleine Bruder**  
679 **von scheiße“.** Irgendwie verbirgt sich hinter diesem dummen Spruch eine  
680 **Art Philosophie.** Können Sie aus Ihrem unternehmerischen Tun von Bege-  
681 **benheiten berichten, in denen es Ihnen zum Nachteil gereichte, wenn Sie zu**  
682 **„nett, mitfühlend, vertrauensvoll, kooperativ, hilfsbereit und nachsichtig wa-**  
683 **ren? Oder fallen Ihnen umgekehrt Situationen ein, in denen das zur Schau**  
684 **stellen einer gewissen Unverträglichkeit bessere unternehmerische Resultate**  
685 **zeitigte, als sich zu verträglich zu geben?**

686

687 **Wohnungsgesellschaft**

688 Ja (lacht) das ist ja genau meine Frage. Da musste ich auch lachen, als ich es  
689 wieder las. Das ist wie meine Antwort auf Frage drei ja schon. Ähm, mir fällt  
690 wirklich immer wieder auf, dass nett sein mit unternehmerischem Handeln nicht  
691 viel zu tun hat. Es gibt Situationen, merke ich oft, in denen man auch die gute  
692 Erziehung mal nach hinten schieben muss um die unternehmerischen Ziele durch-  
693 zusetzen. Ähm, zur Zielerreichung ist mir oft nützlich, wenn ich vorgebe, was zu  
694 tun ist, und deutliche Worte führen häufig zu besseren unternehmerischen Resul-  
695 taten. Die Erfahrung habe ich eindeutig gemacht.

696 **Schenk**

697 Kennen Sie das auch im Hinblick auf Ihre Kunden, dass Sie da durch ein Druck  
698 ausüben, oder nicht Druck ausüben, andere Reaktionen kriegen?

699 **Wohnungsgesellschaft**

700 Ähm, wenn ich das ausübe? Den Druck? Ja. Also es gibt natürlich die die Kunden  
701 sind ja auch unterschiedlich. Man weiß ja, bei welchen Kunden das ausgenutzt  
702 wird, wenn man jetzt nett und freundlich ist und denen zu viel gibt. Die nehmen  
703 die ganze Hand dann .... Ähm..... Und andere .... Also ich merke oft in Eigen-  
704 tümerversammlungen gerade auch, dass es ganz wichtig ist, dass man dort straight  
705 vorgeht, dass man .... Weil es sonst aus dem Ruder läuft .... Auch untereinander.  
706 Ähm, gerade mit Handwerkern ist es auch ganz wichtig, dass man nicht zu nett  
707 ist. Merke ich immer wieder. Also da muss man wirklich oft auch schon Termine  
708 vorgeben: Dann und dann will ich ne Rückmeldung, usw. , alles Andere funkto-  
709 niert gar nicht, also.

710 **Schenk**

711 Aber es ist nie so dass Situationen dabei raus kommen, wo es dann noch strittig  
712 wird? Oder, oder so was?

713

714 **Wohnungsgesellschaft**

715 Wenn man zu sehr ... zu viel vorgibt, natürlich kann das auch mal zu Streit füh-  
716 ren, aber dem darf man als Unternehmer ja irgendwie nicht aus dem Weg gehen.  
717 Ähm, und das muss man aber einfach in Kauf nehmen.

718 **Schenk**

719 Kennen Sie das, an andere Menschen mit 'ner gewissen Aggressivität ran zu ge-  
720 hen, um sie gleich von vornherein ein bisschen in die Spur zu stellen?

721 **Wohnungsgesellschaft**

722 Ja, ähm, das musste ich auch erst mal lernen, weil eben dieses .... Man hat das ja  
723 so drin, das Nette und Freundliche. Äh, aber das ist auch was, was gerade mit den  
724 Handwerksbetrieben, wo ich oft merke, wenn da was nicht funktioniert hat, und  
725 man geht mit einer gewissen Aggressivität dran, von vornherein, dass es dann  
726 doch irgendwie schneller geht.

727 **Schenk**

728 Und dass sie zuverlässiger sind dann, nicht?

729 **Wohnungsgesellschaft**

730 Ja. Also ich hatte das jetzt mit 'ner Dachdeckerfirma dass ich auch gesagt hab, der  
731 Auftrag wird entzogen. Da haben wir viele Aufträge bei denen, und einer, da hat's  
732 mir gereicht..Den habe ich entzogen. Das war auch relativ .... Aggressiv ist im-  
733 mer so ein negativ besetztes Wort...aber, und die haben's gemerkt. Alles Andere  
734 flutschte dann.

735 **Schenk**

736 Also es geht schon mit einem gewissen Durchsetzungsvermögen?

737 Ja. Das muss man haben.

738 **Schenk**

739 Kennen Sie auch Situationen, wo Sie den Anderen durchaus verstehen können in  
740 seiner Handlungsweise und trotzdem nicht drauf eingehen, sondern wirklich ganz  
741 straight Ihren Weg weiter beschreiten?

742 **Wohnungsgesellschaft**

743 Ja. Das war auch oft so 'n Problem, was ich vielleicht hatte. Ich hab oft auch zu  
744 meinen Eltern gesagt: Ja ich kann den ja irgendwie verstehen..... aber.... Ja, man  
745 muss trotzdem ja das Ziel im Blick haben, und daraus eben diesen Weg vorgeben.  
746 Wenn man immer zu viel Verständnis .... Ist ja gut, und auch Empathie, aber....  
747 Ja, wenn ich immer verständnisvoll bin, kann ich hier nicht viel erreichen.

748 **Schenk**

749 Also haben Sie auch schon konkret Situationen erlebt, wo Sie wirklich nett gewe-  
750 sen sind, und sind hinterher reingefallen, wie man so sagt.

751 **Wohnungsgesellschaft**

752 Ja. Das kann durchaus vorkommen.

753 **Frage 8**

754 **Was kritisieren Sie an Menschen, die Sie als nicht gewissenhaft empfinden,  
755 und wie versuchen Sie in Ihrer persönlichen Arbeitsorganisation derartigen,  
756 von Ihnen als negativ empfundenen Stolpersteinen aus dem Wege zu gehen?**

757

758 **Wohnungsgesellschaft**

759 Nicht gewissenhaft sind für mich vor Allem Menschen, die Termine und Zusagen  
760 nicht einhalten. Und nur zu ihrem eigenen Wohle und nicht dem der Firma und  
761 Mitarbeiter handeln. Um diesem Stolperstein aus dem Weg zu gehen, mache ich  
762 mir immer wieder bewusst, dass das Unternehmen ohne seine Mitarbeiter nicht  
763 funktioniert. Wir haben zudem eine große soziale Verantwortung auch gegenüber  
764 den Angestellten. Um Termine und Zusagen stets einzuhalten, haben wir ein Kon-  
765 trollsystem eingeführt. Zum Einen haben wir Wiedervorlage schon über den PC,  
766 und zum Andern werden diverse 43 Listen geführt, damit Jeder zu jedem Zeit-  
767 punkt auch ersehen kann, welche Arbeiten anstehen, und bis wann die auszufüh-  
768 ren sind.

769 **Schenk**

770 HmHm. Und was passiert mit Leuten, die eben nicht so reagieren, wie Sie das  
771 gerne hätten? Wie gehen Sie damit um?

772 **Wohnungsgesellschaft**

773 Ähm... Ja, die kriegen dann Fristen gesetzt, bis wann sie so reagieren sollen, und  
774 wenn das dann nicht funktioniert, dann funktioniert die Zusammenarbeit auch  
775 nicht.

776 **Schenk**

777 Das gibt's also auch dann, durchaus?

778 **Wohnungsgesellschaft**

779 Ja. Also jetzt so eigentlich ..... intern habe ich das eigentlich noch nicht mitbekommen, mit Mitarbeitern oder so, das nicht. Aber diese Handwerksfirmen, da ist es schon oft einfach vorgekommen, dass es nicht funktioniert. Und auch wenn 780 man Fristen einhält, und dann kann man diese Leute nicht gebrauchen bei uns, 781 weil uns das einfach mehr Arbeit macht. Dadurch, dass die ihre Sachen nicht ein- 782 halten.

783 **Schenk**

784 Was passiert denn dann bei Ihnen innen drin, wenn so ein Fall eintritt? Sie machen einen Termin, der Handwerker kommt nicht an den Bau, der ist nicht da ..... 785 Wie ist Ihre Gefühlslage dann?

786 **Wohnungsgesellschaft**

787 Ähm, ähm, also vor zwei Jahren wäre ich noch explodiert, mittlerweile bin ich da 788 entspannter, weil ich weiß dass das einfach auch häufig vorkommen kann. Und ich sage mir wirklich oft: Du regst Dich nicht auf. Aber damit ist das Thema dann 789 aber auch durch. Also derjenige ist dann ... nicht sofort ... wenn das aber zwei oder drei Mal passiert, rege ich mich nicht mehr auf und dann ist das Thema für mich gegessen, und dann kommt eben ein Anderer.

790 **Schenk**

791 Ich mach das bei Mandanten bei mir so.... wenn die also zu spät sind mehr als 792 eine viertel Stunde ... denen sage ich: Ihr Termin ist gewesen, machen Sie einen 793 neuen.

794 **Wohnungsgesellschaft**

795 Ja, das machen wir auch zum Beispiel bei Mietinteressenten. Das gibt's ja auch, 796 dass die dann 20 Minuten nach dem Termin hier anrufen: Bei mir ist gar keiner 797 .... Ja, man kann nun nicht .... Also 10 Minuten, viertel Stunde ist immer drin, 798 aber irgendwann ist einfach auch die Zeit zu schade.

799 **Schenk**

800 Wenn Sie Mietinteressenten haben, dann gewinnen Sie von diesen Personen ja 801 auch 'nen bestimmten Eindruck irgendwo. Und da spielen ja auch solche Ge- 802 fühlsmomente für Gewissenhaftigkeit, für sonst was mit rein. Was sind für Sie 803 Maßstäbe, wenn Sie so jemanden beobachten dann?

810 **Wohnungsgesellschaft**

811 Also erst mal die Pünktlichkeit und das Auftreten an sich, wie man so miteinander  
812 auch umgeht. Ähm, es gibt Leute, die sofort, äh, wenn die eine Wohnung betreten,  
813 Forderungen stellen. Die sind ... fallen die eigentlich bei uns sofort durch 's Ras-  
814 ter da durch. Man kann über alles reden, klar, aber dieses Fordernde sofort. Dann  
815 ist es bei uns auch immer so ein Indiz: Wie sehen die Unterlagen aus, die die rein  
816 reichen.... Die haben ja diese Selbstauskunftsbögen. Die kommen dann ganz zer-  
817 knittert hier an ... mit Kaffee und Schuhabdruck .... das fällt auch durch. Nicht,  
818 das sind aber so eigentlich oberflächliche Dinge, die aber aus der Erfahrung im-  
819 mer wieder gezeigt haben, dass das aber auch ganz viel über die Persönlichkeit  
820 aussagt. Und über das spätere Handeln und über die Zusammenarbeit auch.

821 **Schenk**

822 Also sind das schon irgendwelche Wertmaßstäbe, die jetzt nicht unternehmens-  
823 spezifisch sind, sondern in der eigenen Person auch verankert sind, die man auf  
824 diese Weise eben weiter trägt.

825 **Wohnungsgesellschaft**

826 Ja, genau.

827 **Frage 9**

828 **Auf Sie stürmen täglich viele neue Informationen ein, teils zu bekannten, teils**  
829 **aber auch zu unbekannten Sachverhalten. Welche Arbeitsstrategien haben**  
830 **Sie entwickelt, diese vielen Informationen zu bewältigen, und wie gehen Sie**  
831 **dabei mit Informationen um, die aus dem alltäglichen Rahmen heraus fallen**  
832 **und vielleicht für Sie neu sind?**

833 **Wohnungsgesellschaft**

834 Die Informationen werden zunächst gefiltert, ob sie für die tägliche Arbeit wichtig  
835 sind, oder ob es reicht, die in einem ruhigen Moment aufzunehmen.

836 **Schenk**

837 Wie passiert dieses Filtern?

838 **Wohnungsgesellschaft**

839 Ähm, das passiert eigentlich durch mich selber. Dadurch, dass ich das abschätze.  
840 Also da hab ich eigentlich ..... da hat man 'nen Blick für denke ich. Also, ich  
841 weiß, brauche ich das jetzt sofort diese Information um weiter arbeiten zu können,  
842 oder kann ich das zur Seite legen, und kann das wirklich in einem ruhigen Mo-  
843 ment mir zu Gemüte führen. Ja, also alltägliche Informationen werden morgens  
844 nach dem Checken der Mails und der Post aufgenommen. Das ist wirklich auch so

845 fester Bestandteil. Wenn ich jetzt nachmittags um vier noch irgendwas ..... wir  
846 kriegen ja auch so Newsletter von IVD und solche Sachen, und die werden wirk-  
847 lich bewusst zur Seite gelegt. Oder die .... Wenn wir Zeitschriften, Fachzeitschrif-  
848 ten kriegen, zum Beispiel, das sind auch so Dinge, die lege ich zur Seite. Das  
849 überfliege ich und dann sehe ich: Oh ja, das ist jetzt für mich wichtig, oder das  
850 reicht später, wenn Ruhe ist. Ähm, handelt es sich um komplett neue Informatio-  
851 nen, setze ich mich damit auseinander, wenn ich totale Ruhe hab. Wirklich auch  
852 außerhalb des Büros, oder wenn hier gar nichts mehr .... Keine Öffnungszeit mehr  
853 ... wenn die Mitarbeiter weg sind, dann funktioniert das auch.

854 **Schenk**

855 Das heißt also, es wird dann Arbeit auch mal mit nach Hause genommen?

856 **Wohnungsgesellschaft**

857 Ja, das ist ..... ja. Das ist bei mir aber auch einfach aus der Sache heraus, dass ich  
858 oftmals sage, ich lieber dann etwas eher, wenn ich mein Kind noch sehe, und ich  
859 manche dann Dinge, wenn der im Bett ist.

860 **Schenk**

861 Ich geb Ihnen mal ein Beispiel: Die Stadt ,Wallenhorst beschließt, dass in sämtli-  
862 chen Wohnungen die Rohrleitungen unter den Häusern zu untersuchen sind. Nach  
863 Dichtigkeit zu prüfen sind. Diese Information kommt an Sie rein. Wie gehen Sie  
864 damit um? Für Ihr eigenes Unternehmen?

865 **Wohnungsgesellschaft**

866 Ähm, also erst mal würde ich überprüfen, was ist dafür notwendig, was sind ge-  
867 nau die Vorgaben, was muss da gemacht werden? Ich würde mich wahrscheinlich  
868 auch schon mal mit 'ner Handwerksfirma auseinander setzen, die sowas machen.  
869 Die können einem auch oft noch dazu Infos geben. Da haben wir ja auch Firmen,  
870 mit denen wir zusammen arbeiten. Wo ich weiß, den kann ich anrufen, der weiß  
871 genau Bescheid. Und dann würde das hier kommuniziert. Wir machen auch zwis-  
872 chendurch immer Termine, wo wir sagen, dann und dann ist hier eine Bespre-  
873 chung. Wer Themen hat, schreibt sich die auf, und dann wird das abgesprochen.  
874 Und das wär auch was, das würde hier vorgestellt, und dann würde geguckt: Wer  
875 kann das machen, und wie können wir vorgehen, dass es für uns schlank bleibt,  
876 aber erledigt wird.

877 **Schenk**

878 Und in dieser Runde würde dann auch die Frage kommen: Wen betrifft es denn  
879 überhaupt von unserem Kundenkreis?

880

881 **Wohnungsgesellschaft**

882 Genau. Das war ja bei der Trinkwasserverordnung zum Beispiel. Da hat es ja nur  
883 einige Häuser betroffen. Und da wurden dann auch Listen erstellt. Wer macht das,  
884 wer kriegt die Aufgabe Listen zu erstellen. Oft muss man ja auch dann mal erst in  
885 den Grundakten prüfen, welche Leitungen sind da, oder welche Merkmale treffen  
886 auf das Haus zu. Und dann werden Listen erstellt, auf welche Objekte das zutrifft,  
887 und dann muss das abgearbeitet werden. Die Liste würde dann zum Beispiel da-  
888 nach aufgenommen, welche Firmen das sind. Es gibt ja für einzelne Wohnanlagen  
889 oft auch..... die einen haben die eine Handwerksfirma, der nächste nimmt immer  
890 die, je nachdem wer da die Wartung vielleicht auch macht, und das würde dann  
891 auch in die Liste mit aufgenommen, und dann wird das abgearbeitet.

892 **Schenk**

893 Und wie gehen Sie dabei mit den Kunden um? Der Kunde braucht ja irgendwann  
894 'ne Information. Kriegt der Kunde die Information „kopflos“ oder erst wenn Sie  
895 alles beisammen haben?

896 **Wohnungsgesellschaft**

897 Wenn wir alles beisammen haben. Auf jeden Fall, wenn wir alles beisammen ha-  
898 ben. Und je nach dem, das kommt ja so 'n bisschen auf den Kunden drauf an.  
899 Entweder wird der angerufen auf kurzem Wege wenn das reicht. Oder eben der  
900 kriegt richtig .... Wenn's zum Beispiel ..für diese Handwerksbetriebe haben bei  
901 sowas auch so ne... so 'n Infoblatt oder 'ne Infobroschüre, die würde dann mit  
902 geschickt. Oder vielleicht ist von der Gemeinde dann sowas mitgekommen, das  
903 würden wir dann dem Kunden auch zur Verfügung stellen.

904

905 **Frage 10**

906 **Sie kennen diesen Spruch von Friedrich Schiller: Immer strebe zum Ganzen  
907 und, kannst du selber kein Ganzes werden, als dienendes Glied schließ an ein  
908 Ganzes dich an! Können Sie beruflich über Situationen berichten, in denen  
909 Sie sich lieber irgendwo angeschlossen haben? Welche Mühen nehmen Sie  
910 auf sich, doch stets „Vorturner“ zu sein und wie finden Sie für sich selbst  
911 heraus, ob das möglich ist?**

912

913 **Wohnungsgesellschaft**

914 Also bei uns gibt's ja immer wieder Projekte, wovon ich vorhin auch schon be-  
915 richtet hab. Bei denen sind wir zwar Ideengeber und auch Berater. Wenn wir aber  
916 merken, dass die zur Realisierung notwendigen Handlungsfelder über unseren  
917 Bereich hinaus gehen, schließen wir uns auch Partner eben an. Ähm, ein Beispiel

918 ist diese Errichtung des Mehrfamilienhauses mit Praxen. Da hatten wir das  
919 Grundstück zu vermarkten, und hatten dann die Idee, dass man dann noch dort  
920 mehr draus machen kann, außer in diesem Gebäude, das alte Gebäude eventuell  
921 abzureißen und ein neues zu errichten. Und dann haben wir uns mit zuverlässigen  
922 Partnern zusammen geschlossen. Ob das jetzt ein Anschließen war - es war mehr  
923 ein Zusammenschließen – und in den verschiedenen Projektphasen waren wir  
924 dann vielleicht ein Mal mehr Vorturner, diese ganzen Ideen und die Vermarktung,  
925 und sowas. Das war alles in unserer Hand. Und in andere Phasen, z.B. der Bau-  
926 phase haben wir uns eben den Partnern angeschlossen.

927 **Schenk**

928 Das heißt, Sie können dann durchaus, wenn's denn sachdienlich ist, zurückstehen  
929 und müssen nicht immer sagen: Ich muss jetzt ganz vorne stehen.

930 **Wohnungsgesellschaft**

931 Das kann ich, ja. Um Gottes Willen, ja.

932 **Schenk**

933 Es gibt ja nun genügend Menschen, die darunter leiden, weil die dann ihr Profil  
934 angekratzt sehen

935 **Wohnungsgesellschaft**

936 Aber das können wir gut.

937 **Schenk**

938 Das heißt also: Sie sind durchaus, wenn es der Sache dient, die eigene Persönlich-  
939 keit ein Stück weit zurückzustellen.

940 **Wohnungsgesellschaft**

941 Ja. Durchaus. Also, wenn's der Sache dient, immer.

942 **Schenk**

943 Können Sie sich vorstellen, sich mit Ihrem Unternehmen einem größeren Verbund  
944 insgesamt anzuschließen. Wo Sie dann nicht mehr so selbstständig sind, wie heute?

945 **Wohnungsgesellschaft**

946 Das eher weniger. Also ..... neee, der Gedanke gefällt mir nicht. Nein also es ist  
947 schon .... Ja so 'n Verbund ..... wenn alle dabei selbstständig bleiben, und in der  
948 Handlung frei sind, denke ich, ist das in Ordnung. Aber nicht, wenn mir plötzlich  
949 jemand sagt, was wir wie als Unternehmen tun sollen. Das wär schwierig.

950 **Schenk**

951 Das heißt also, dieses Anschließen könnte nur in einer absoluten Notlage sein, wo  
952 man sieht, anders habe ich mein Auskommen nicht mehr....

953 **Wohnungsgesellschaft**

954 Sich völlig anzuschließen, ja. Und auch die Selbständigkeit aufzugeben und die  
955 Handlungsmöglichkeiten. Das ist was, was ich eigentlich auch als das Positive  
956 empfinde, dass man ein eigenes Unternehmen hat. Dass man wirklich dafür ver-  
957 antwortlich ist, was hinten dabei raus kommt.

958 **Schenk**

959 Und würden solche Gedanken, da kommt nicht genügend dabei heraus, aus wel-  
960 chen Gründen auch immer, würde das denn so was auslösen bei Ihnen? Dass man  
961 dann sagt: Mensch, ich muss jetzt 'nen anderen Weg beschreiten?

962 **Wohnungsgesellschaft**

963 Ja, man muss sich dann, also wenn das so, wenn sowas kommen würde, natürlich.  
964 Da muss man ja auch offen sein, irgendwie nach links und rechts zu gucken. Weil  
965 ja an erster Stelle das steht, dass es weiter läuft. Sage ich mal. Wenn man sich  
966 davor verschließt, dann rennt man ja nun ins Unglück ohne was zu tun. Also ich  
967 glaube, dass solche Situationen.... Ähm, immer ganz neue Möglichkeiten da ab-  
968 stecken. Wenn ein Unternehmen sich in so 'ner Situation befindet.

969 **Schenk**

970 Aber es ist schon gut, wenn so ne Flexibilität da ist, dass man also durchaus auch  
971 im Blick hat, mit anderen was zu tun, also nicht immer nur Vorturner sein zu  
972 müssen. Es ist also nicht das Gefühl da, das nur die eigene Meinung gilt.

973 **Wohnungsgesellschaft**

974 Nein, überhaupt nicht. Gar nicht. Aber ich glaube, das wird auch deutlich unter  
975 diesem, wie wir es hier innerhalb des Unternehmens machen.

976

977 **Schlussfrage**

978 **Wir haben in den vorangegangenen Fragen versucht, eine Menge an Infor-  
979 mationen über unternehmerisches Verhalten anhand Ihrer persönlichen Er-  
980 fahrungen und Beobachtungen zusammen zu tragen. Für Ihre konstruktive  
981 Beteiligung an diesem Interview danke ich herzlich. Können Sie vielleicht  
982 noch einmal in wenigen Kernpunkten zusammenfassen, welche wesentlichen  
983 Strukturelemente Ihnen für ein erfolgreiche und vorausschauende unter-  
984 nehmerische Tätigkeit besonders wichtig sind?**

985

986 **Wohnungsgesellschaft**

987 Also mir ist es sehr wichtig, dass man eben diese Ziele vor Augen hat. Dabei gibt  
988 es einmal die Ziele in naher Zukunft, vielleicht auf ein Jahr gesehen. Und die Zie-  
989 le in entferntere Zukunft. Daraufhin muss eine Strategie entwickelt und kommu-  
990 niziert werden, um diese Ziele zu erreichen. Wichtig ist hierbei auch Kontrolle, ob  
991 das Unternehmen und unsere Mitarbeiter auf dem richtigen Weg sind, und auch  
992 alles effizient auch erledigt wird. Das ist eigentlich die Zusammenfassung.

993 **Schenk**

994 Klasse. Ja Frau Wohnungsgesellschaft, dann haben wir's.

995 **Wohnungsgesellschaft**

996 Schön, gerne .....

1    **Interwiew Geschäftsführer Zoo am 31.08.2016**

2

3    **Frage 1:**

4    **Ich möchte Sie bitten mir zu erzählen, wie Ihr unternehmerischer Alltag aus-**  
5    **sieht, welche Aufgaben zu erfüllen Ihnen dabei besonders wichtig ist, wie Sie**  
6    **dabei vorgehen, und wie Sie Ihren Arbeitsalltag planen, um alle anstehenden**  
7    **Aufgaben bewältigen zu können.**

8

9    **Zoogeschäftsführer**

10   Erstens starte ich mit 'ner Tasse Kaffee. Dann kommen die Wiedervorlagen aus  
11   dem Sekretariat, die ich mir für den jeweiligen Tag auf Wiedervorlage gelegt ha-  
12   be. Dann werden die kurz besprochen, dann werden kurz die Termine durchge-  
13   gangen für den Tag. Und, ääh, dann geht's schon ins Tagesgeschäft über. Wobei  
14   die Steuerung insgesamt über Wiedervorlagen 'ne kurzfristige Steuerung ist, also  
15   da kommen immer wieder Sachen hin, kleinere Projekte hin, die man noch nicht  
16   abgearbeitet hat, oder wo man auf feed back noch wartet. Klassische Wiedervor-  
17   lage. Das ist also kurzfristig. Und so die strategisch wichtigen Tätigkeiten .. ääh,  
18   da steuere ich mich über ne entsprechende Checkliste mit den wesentlichen to dos  
19   für die nächsten Tage.

20   **Schenk**

21   Das heißt also, es ist im Vorhinein bekannt, was an wichtigen Dingen in den  
22   nächsten Tagen ansteht.

23   **Zoogeschäftsführer**

24   Ja, an wichtigen Dingen, das ist ... das ist ganz klar bekannt, ääh, das ist sogar  
25   permanent bekannt. Ich fange jedes Jahr an, Ende eines Jahres, für 's nächste Ge-  
26   schäftsjahr die Schwerpunkte festzulegen. Das sind die wesentlichen Erfolgsfak-  
27   toren für 's Jahr und die wesentlichen Ziele, die da rein kommen.

28   **Schenk**

29   Und wird das Ganze dann wie so 'n Stundenplan gemacht, wo das drin ist und  
30   nacheinander abgearbeitet wird, oder.....

31   **Zoogeschäftsführer**

32   Neee, neee, zum Teil auch .... Die Termine, das ist klar, die sind da fest verdrah-  
33   tet. Was ich jetzt schon mache, seit eins, zwei Jahren, ist, dass ich mir freie Zeit-  
34   fenster nehme für solche strategisch wichtigen Dinge. Ich will 's mal an einem

35 Beispiel deutlich machen, die Projektgestaltung für die NBank. Das Projekt För-  
36 derantrag. Da kommt man ja alltags nicht zu. Da nimmt man dann schon mal auch  
37 ne Auszeit oder ein freies Zeitfenster. Da wird das Thema dann in den Kalender  
38 eingespielt. Teilweise für Finanzstatusberichte und für ganz wichtige Sachen nutz  
39 ich auch Home-Office. Zwei Mal im Monat, drei Mal im Monat, einen Arbeitstag  
40 komplett zuhause machen, teilweise dann auch an der Küste.

41 **Schenk**

42 Und welchen Aufgaben so im täglichen Alltag misst Du eine besondere Wichtig-  
43 keit, einen besonderen Fokus bei?

44 **Zoogeschäftsführer**

45 Ja, das ist hier im Zoo relativ schnell benannt. Das eine ist Aufwandsminimierung  
46 und Erlösmaximierung. Das heißt Themenfelder Marketing, Sponsoring, Fundrai-  
47 sing. Das sind die ganz wichtigen Themenfelder, und dann das Themenfeld Con-  
48 trolling.

49 **Schenk**

50 Und das sind auch Themen und Faktoren, die jeden Tag in irgendeiner Form an-  
51 gepackt werden?

52 **Zoogeschäftsführer**

53 In der Regel ja.

54 **Schenk**

55 Und das bedeutet aber auch, dass in diesen Themenfeldern dann Zuarbeit im Be-  
56 richtswesen sein muss, dass Du die Vorlagen von Anderen kriegst, dementspre-  
57 chend?

58 **Zoogeschäftsführer**

59 Zum Teil, zum Teil mach ich's auch selber. Also in vielen Bereichen, z.B. Con-  
60 trolling mach ich selber, im Bereich Fundraising mach ich ja quasi Vorgaben.  
61 Aber z.B. .... Ja nee, in den meisten Fällen .... Ich bin ziemlich autark, weil wir  
62 ja sehr dünn aufgestellt sind.

63 **Schenk**

64 Gibt es denn dabei auch in dieser Tages-Alltagsroutine sowsas wie Jourfixes?

65 **Zoogeschäftsführer**

66 Ja, es gibt drei wichtige Jourfixes. Ein Jourfix, der ist jetzt immer Donnerstags.  
67 Das ist unsere Team-Runde. Da werden die einzelnen kleineren Projekte oder

68 auch größeren Projekte durchgesprochen. Das ist wöchentlich. Dann hab ich 'nen  
69 weiteren wöchentlichen Jourfix, ebenfalls am Donnerstagnachmittag. Die Bau-  
70 runde. Da werden die Architekten, Zoodirektor, Zooinspektor, werden die einzel-  
71 nen Maßnahmen durchgesprochen, wo wir dabei sind. Bauprojekte. Und dann  
72 gibt's am Montagmorgen den Führungs-Jourfix wo die Führungsmannschaft dabei  
73 ist. Da geht's dann darum, unter Anderem auch die Service- Aspekte bezogen auf  
74 das letzte Wochenende zu besprechen. Aber auch alle wichtigen Punkte jedes  
75 Einzelnen. Also da kommt jeder Einzelne zu Wort.

76 **Schenk**

77 Das heißt also, diese Jourfixes haben auch eine Art Kontrollfunktion dann, in wie  
78 weit die Sachen abgearbeitet sind?

79 **Zoogeschäftsführer**

80 Genau. Ein weiterer Jourfix ist am Freitag mit dem Aufsichtsratsvorsitzenden. Da  
81 unterhält man sich noch mal über das Geschäftsgeschehen.

82 **Schenk**

83 Und was ist, wenn dann so Dinge dazwischen kommen? Schmeißt Dich das raus,  
84 oder ...?

85 **Zoogeschäftsführer**

86 Also die Tage können schon mal 'ne Eigendynamik bekommen, das ist einfach so.  
87 Aber, öhm, ich bin einfach dadurch ... öh ... ganz gut aufgestellt, dass ich auf der  
88 einen Seite zwischen kurzfristig, mittelfristig, langfristig ganz gut unterscheiden  
89 kann, und auch zwischen Wichtigkeiten. Als Beispiel: Ich arbeite mit dieser Ma-  
90 trix: wichtig, unwichtig, wichtig, dringend, nicht dringend. Dringend und wichtig  
91 sind natürlich das Wichtigste, aber nicht wichtig und nicht dringend .... das macht  
92 man entweder sofort oder schmeißt es weg. Bevor da für mich noch die gelben  
93 Zettel irgendwo auf dem Telefon liegen: Da noch mal 'nen Anruf machen, da  
94 noch mal eben 'nen kurzen Gespräch machen .....Ähm, dass man diese Sachen  
95 nicht allzu lange mit sich her schleppt. Die anderen Sachen die leg ich mir auf  
96 Wiedervorlage oder ....

97 **Schenk**

98 Eben, und diese gelben Zettel die werden dann täglich durchgesehen irgendwo,  
99 oder so, wie's gerade passt?

100 **Zoogeschäftsführer**

101 Genau.

102

103 **Schenk**

104 Ja, klasse.

105

106 **Frage 2:**

107 **Haben Sie schon einmal beobachtet, dass Sie sich in Ihrem Handeln von an-**  
108 **anderen Menschen unterscheiden, insbesondere aber auch in Ihrem unterneh-**  
109 **merischen Handeln von anderen Unternehmern? Welche Unter-schiede sind**  
110 **Ihnen aufgefallen?**

111

112 **Zoogeschäftsführer**

113 Zwei Unterschiede: risikofreudig und entscheidungsfreudig. Teilweise extrem  
114 ausgeprägt. Und auf der anderen Seite kreativ. Also ich versuche immer Lösungen  
115 zu finden für Probleme. Was ich nicht kann, ist irgendwie nach Vorgabe zu lesen  
116 und umzusetzen. Da habe ich eher Schwächen. Was ich gut kann, sind Dinge ei-  
117 genständig entwickeln. Aus mir heraus, gerade im Fundraising Bereich, Sponso-  
118 ring Bereich, Marketingbereich

119 **Schenk**

120 Und fällt Dir das dadurch auf, dass Du das bei anderen Unternehmern dann ver-  
121 misst so?

122 **Zoogeschäftsführer**

123 Ja, das ist schwierig zu beantworten. Vor allem, weil man ja nicht mit jedem Un-  
124 ternehmer immer dort so gut befreundet ist, dass man da jetzt ne richtige Bench-  
125 mark hätte, nicht. Dass man doch dann teilweise auch mal im privaten Umfeld, im  
126 geschäftlichen Umfeld über Dinge spricht; dann erkenne ich das halt. Dann sehe  
127 ich das halt, dass das ne besondere Charaktereigenschaft ist.

128 **Schenk**

129 Das heißt also: irgendwo dieses etwas anpacken und ganz straight dann auch  
130 durchziehen.

131 **Zoogeschäftsführer**

132 Ja, wo viele dann auch kalte Füße kriegen.

133

134

135 **Schenk**

136 Und wie ist in diesem Zusammenhang .... Ist Dir schon mal aufgefallen, dass da  
137 in der Aussage hinsichtlich Zuverlässigkeit, Pünktlichkeit .... Dass da Unter-  
138 schiede zu anderen sind?

139 **Zoogeschäftsführer**

140 Kann ich schwer beurteilen. Auf jeden Fall ist Zuverlässigkeit, gerade nach außen  
141 hin 'ne ganz wichtige Eigenschaft. Gerade auch ins Team rein. Also im Team ist  
142 das was ganz wichtiges. Das merke mich halt aufgrund der Historie im Zoo. Auch  
143 jetzt z.B., der aktuellen Historie, dass die Mitarbeiter ...öh ... ganz klar, ganz klar  
144 wissen müssen, woran sie sind. Man muss berechenbar in seinem Führungsstil  
145 sein. Das ist ganz wichtig. Ich merke, wer das nicht ist, der kann mal autoritär  
146 führen, und mal laissez faire-Führungsstil machen, aber die überall Probleme ha-  
147 ben. Weil da einfach nichts .... Keine klare Handschrift hat. Und bei mir weiß  
148 jeder: Ich bin fair, gerecht, aber auch durchaus hart und zielorientiert. Und das  
149 weiß hier jeder zu schätzen. Das ist hier immer die Sache, die im Mittelpunkt  
150 steht.

151 **Schenk**

152 Wie geht diese Zielorientierung raus? Geht das nur mündlich, oder durch schriftli-  
153 che Vorgaben?

154 **Zoogeschäftsführer**

155 In den meisten Fällen gebe ich mir die schriftlichen Ziele selber, die Wirtschafts-  
156 pläne, usw. Hier im Team haben wir eher weiche Faktoren, obgleich man natür-  
157lich schon versucht, das Ganze jetzt im Betriebsbereich zum Beispiel, oder auch  
158 bei der Planung der Budgets im Aufwandsbereich .... die sind dann schon ganz  
159 klar umrissen. Und da gibt es dann sicherlich auch Führungsgespräche, die in  
160 ganz klaren Zahlen und Zielvorgaben zu sehen sind.

161 **Schenk**

162 Könnte man das so sehen, dass Du versuchst, ein Unternehmer zu sein, der ir-  
163 gendwo ganz klare Ziele mit einer freundlichen Verpackung rüber zu bringen, um  
164 die anderen ins Boot zu nehmen?

165 **Zoogeschäftsführer**

166 Ja, mitnehmen muss man sie, nicht. Die Mannschaft. Das ist ganz wichtig. Das  
167 schaffst Du nur, wenn Du einmal 'nen gutes Produkt hast, das ist der Zoo. Wenn  
168 Du 'ne gute Strategie hast, und die auch entsprechend kommunizierst und die  
169 Leute einbindest. Und auch selbst ... das ist hier diese schmale Trennlinie zum  
170 größeren Unternehmen hin, zur freien Wirtschaft ..... wir sind zwar mittlerweile

171 'nen mittelständisches Unternehmen, aber ich mach viele Dinge noch selber. Das  
172 war früher extrem, da hab ich ja im Marketing alles selber gemacht... und im  
173 Sponsoring, die Telefonate zur Sponsorenakquise, die Sponsorenakquise selbst,  
174 bis hin zur Sponsorenbetreuung. Das war extrem. Das ist jetzt aber etwas anders,  
175 anders aufgestellt worden, aber es gibt noch viele Aufgaben, die mach ich selber.  
176 Es gibt viele Aufgabenbereiche, da bin ich selber so absolut am Thema dran, dass  
177 ich die steuer.

178 **Schenk**

179 Siehst Du Dich als Unternehmer mehr als Chef, oder auch als Mitarbeiter?

180 **Zoogeschäftsführer**

181 Mitarbeiter. Mich wundert das .... Manche Leute schreiben, der Chef hat gesagt  
182 .... Bin ich selber irritiert .... Zumal mein Führungsstil wirklich 'nen ganz anderer  
183 ist.

184 **Schenk**

185 Also Teammitglied irgendwo sein? Und das ist sicherlich auch ein Unterschied  
186 dann zu anderen Unternehmern?

187 **Zoogeschäftsführer**

188 Ja. Absolut. Wir haben 'ne ganz flache Hierarchie. Und in dieser Hierarchieebene,  
189 die ist so schwach, produktiv werden. Wir haben verschiedene Aufgaben, wir ver-  
190 teilen Aufgaben untereinander. Das Controlling mache ich selber, bin im Marke-  
191 tingbereich dabei, Impulse zu setzen. Ich mache aber auch .... Sagen wir mal ....  
192 Dinge im Fundraising Bereich Dinge komplett eigenständig nach wie vor .... Die  
193 merken schon, dass der Ton ein bisschen anders funktioniert als in anderen Fir-  
194 men weil auch das operative Geschäft für den Geschäftsführer wichtig ist.

195

196 **Frage 3:**

197 **Welches sind für Sie typische Fallen und „schlechte“ Gewohnheiten, denen  
198 Sie bei Ihrer Arbeit immer wieder zum Opfer fallen, obwohl Ihr Verstand  
199 und gemachte Erfahrungen Ihnen eigentlich ein anderes Verhalten empfeh-  
200 len?**

201

202 **Zoogeschäftsführer**

203 Schlechtes Zeitmanagement zum Teil. DA laufen mir Termine weg, und da muss  
204 man sich teilweise kalibrieren, dass man da ein bisschen konzentrierter ist. Öhm,

205 da hab ich durchaus Optimierungspotenzial. Das sind so Fallen. Ansonsten ....  
206 öhm .... Manchmal kriegen Tage ne Eigendynamit, nicht, und dann bist Du nur  
207 getrieben. Aber das ist immer wichtig, dass man dann sich 'nen Moment neben  
208 sich stellt und sich überlegt: So, worum geht's eigentlich. Was wird's eigentlich?  
209 worst case. Da ziehe ich sehr schnell worst case-Szenarien, und durchdenk die.  
210 Und wenn ich die dann einigermaßen im Griff hab, dann hab ich kein Problem  
211 mehr. Das ist so, wenn dann wirklich mal 'ne Eigendynamik rein kommt, kann  
212 im Finanziellen sein. Wir hatten gestern so 'n Fall. Da sind Personalkosten falsch  
213 verbucht worden, und dadurch sind Kostenfallen nicht erkannt worden. Das hab  
214 ich dann selber relativ schnell raus bekommen, aber immerhin viel später. Das hat  
215 dann Auswirkungen auf die Mittelfristplanung, auf die Liquiditätsplanung vom  
216 Zoo. Und die ist so kritisch, da musste man dann ganz schnell an der Stelle Inves-  
217 titionspläne in der zeitlichen Taktung umstellen. Und, das ist aber das Gute, dass  
218 ich das Controlling selber mache, und dadurch wenn solche Probleme auftreten,  
219 sofort an den Stellschrauben selber drehen kann.

220 **Schenk**

221 Du sagtest vorhin: Schlechtes Zeitmanagement. Woher denkst Du, kommt das?  
222 Dadurch, dass einzelnen Terminen für einzelne Aufgaben nicht genug Luft gege-  
223 ben wird, oder ....

224 **Zoogeschäftsführer**

225 Ja, teilweise. Teilweise bin ich auch Kreativ-Chaot. Das ist dann auch die andere  
226 Seite der Persönlichkeit. Da muss man immer einfangen und strukturiert werden  
227 hier vom Sekretariat. Das ist auch ganz gut.

228 **Schenk**

229 Das heißt also, dass Du Dich in irgendeiner Idee verlierst dann auch?

230 **Zoogeschäftsführer**

231 Genau.

232 **Schenk**

233 Und gibt es so auch schlechte Gewohnheiten dadurch, dass auch Dinge ganz ein-  
234 fach weg geschoben werden mal erst, oder ist es doch so .....

235 **Zoogeschäftsführer**

236 Ja, ist vielleicht selten, aber mach ich doch schon .... Das mach ich nur bei un-  
237 wichtigen Dingen. Wie wichtigen Dingen nicht. Da gehe ich gleich dran. Da  
238 schiebe ich nichts auf die lange Bank. Also, da muss man auch schon regelmäßig  
239 so priorisieren, dass man die wichtigen Sachen, dass die voll im Fokus. Z.B. das

240 verändert sich auch über das Jahr. Das ist für mich wichtig, dass ich zu Beginn  
241 des Jahres, oder zu Ende des Jahres so um die Weihnachtszeit mich an den Flip-  
242 chart stelle. Da werden die Schwerpunkte vom abgelaufenen Jahr, dann werden  
243 die neuen Schwerpunkte fixiert. Da gebe ich mir selber auch zum Teil Ziele. Und  
244 dann werden auch die Haushaltspläne gemacht in dem Jahr dann für 's nächste  
245 Jahr. Das ist also schon ein komplexer Prozess, und damit steuert man sich dann  
246 das ganze Jahr ein bisschen auch. Dann hat man den Schwerpunkt automatisch  
247 gelegt. Und alles, was da nicht drin ist, und nicht an wichtigen Schwerpunkten  
248 dazu kommt, das kann auch verschoben werden. Das kann auch mal liegen gelas-  
249 sen werden.

250 **Schenk**

251 Gibt es schlechte Gewohnheiten so in Punkt Zusammenarbeit mit Mitarbeitern  
252 oder so, dass man sich vielleicht zu leutselig verhält, oder ....

253 **Zoogeschäftsführer**

254 Neee, das nicht unbedingt. Aber ich bin eben halt ein impulsiver Typ auch.  
255 Durchaus auch, öh, wenn da mal öh, Dinge nicht so laufen, der dann auch ein  
256 bisschen temperamentvoll werden kann. Aber das ist im letzten Jahr auch besser  
257 geworden. Aber ich bin schon impulsiv. Möchte halt Dinge erreichen und möchte  
258 auch Dinge umsetzen, durchsetzen.

259 **Schenk**

260 Also schon so, dass man denkt, wenn das Gewitter vorbei ist, dass hätte man auch  
261 anders sagen können ...

262 **Zoogeschäftsführer**

263 Jaha. Gab's früher. Im Alter wird man ruhiger.

264 **Schenk**

265 Aber sonst irgendwas, dass Du sagst, dass das Geschäft durch irgendwelche  
266 schlechten Gewohnheiten leidet, von denen Du weißt und sie vielleicht abstellen  
267 könntest, ..... siehst Du nicht?

268 **Zoogeschäftsführer**

269 Neee.

270 **Schenk**

271 Liegt vielleicht daran, dass das ganze Ding zu sehr durchstrukturiert ist, nicht?

272

273 **Zoogeschäftsführer**

274 Wir haben ne gute Planung, ne gute Strategie. Die wird gut angenommen.  
275 Dadurch dass wir diesen Jourfix auch mit den Mitarbeitern .... Haben wir auch  
276 mehr Handlungsmöglichkeit da drin .... Wir haben z.B. im September gerade für  
277 Mitarbeiter, das Verwaltungsteam, ist ja 'ne kleine Mannschaft, kleine Gruppe  
278 ..... an der Küste ..... wo wir eins, zwei Tage Kreativarbeit ..... mal gucken,  
279 wie wir die Löwenaktion aufsetzen z.B. Wir planen die Fundraising-Aktivitäten,  
280 gehen über die neue Marketing-Strategie 2.0. Mal gucken, bin ich gerad in ner  
281 Auswertung .... Öh .... Welche Verschiebungen hat es gegeben im Plankorridor,  
282 Service-Berichte, und solche Sachen werden da besprochen. Und dann werden wir  
283 auch besprechen, wie wir jetzt vielleicht das Sponsoring-Geschäft noch mal absi-  
284 chern, weil wir da im Moment keine Zuwächse mehr haben, weil wir da alle Part-  
285 ner schon angesprochen haben, alle potenziellen. Da gehen uns jetzt die Daten  
286 aus. Und da muss ich dann sehen, dass ich für die Mannschaft gewisse Schwer-  
287 punkte setze, nicht. Weil das ist ganz viel, es gibt häufig auch so lieb gewordene  
288 Gewohnheiten. Aber Du musst die auch weiter entwickelt. Da kann es zunächst  
289 mal sein, dass man heute mal sagt, man macht ein bisschen weniger Pressearbeit;  
290 und die nächsten Monate, meinetwegen nur 70%. Aber hat man dafür im Fundrai-  
291 sing Bereich, im Sponsoring-Bereich, bei den Besuchen der Sponsoren .... Da  
292 packen wir richtig Zeit drauf. Weil wir einfach beschränkte Personal- und Finanz-  
293 kapazitäten haben.

294 **Frage 4:**

295 **Können Sie für sich eine Methode beschreiben, wie Sie zum Wohle Ihres Un-  
296 ternehmens den Blick voraus-schauend in die Zukunft richten? Was sensibi-  
297 lisiert Sie, vorausschauend zu überlegen und zu planen; wie systematisch  
298 machen Sie das?**

299

300 **Zoogeschäftsführer**

301 Auf der einen Seite hat man ne Strategie, die die wesentlichen Geschäftsfelder erst  
302 steuert. Dass man die großen Aufwandspositionen im Blick hat ..... dass man im  
303 Sponsoring, im Fundraising so 'n bisschen ..., das Energiesparmanagement z.B.  
304 Aber am Ende ist die Vision hier am Ende wie der Zoo, das Produkt, hier am  
305 Markt placiert ist. Das ist entscheidend. Da ist der Blick nach rechts und links  
306 wichtig, zur Konkurrenz. Da ist aber auch wichtig, dass man sein eigenes Profil  
307 sich erarbeitet. Und ich bin jetzt das erste Mal, seit ich als Geschäftsführer im Zoo  
308 arbeite, so weit, dass ich sagen kann: Der Zoo gefällt mir mittlerweile, wenn wir  
309 mit dem Ausbau fertig sind. Die nächsten Punkte, die jetzt kommen, die greifen  
310 dann schon ganz bewusst auf dieses Alleinstellungsmerkmal hügelige, waldige  
311 Lage, Baumkronenpfade. Da glaube ich schon, dass wir da wirklich eine Allein-  
312 stellung bekommen. Und das ist auch für mich die wichtigste Stellgröße: dass

313 Produkt, und wie der Kunde das wahrnimmt. Deshalb ist die Service-Auswertung  
314 auch immer wichtig, nicht. Weil im Service gibt es immer Dinge, die Du kurzfris-  
315 tig abstellen kannst, z.B.: Vermatschte Wege, schmutzige Scheiben, schmutzige  
316 Toiletten, schlecht funktionierende Gastronomie. Da kannst Du immer .... ich geh  
317 jetzt hinter her, aber im Grunde musst Du wissen, wo will ich mit dem Zoo hin.

318 **Schenk**

319 Was sensibilisiert Dich denn überhaupt, neue Ideen zu kriegen, was ... woran ....  
320 Es kommt ja irgendwie, nicht?

321 **Zoogeschäftsführer**

322 Ja, den Impuls weiter entwickeln, das ist ne ureigene Eigenschaft. War immer bei  
323 mir so. Ich wollte immer was entwickeln. War immer, war bei der Telekom schon  
324 so, in meinem ersten Arbeitsverhältnis. Wollte immer neue Wege auftun und neue  
325 Impulse setzen, nicht im Strom schwimmen, sondern was Eigenständiges machen.  
326 Das kann ich hier natürlich super, weil Du hier im Freizeitmarkt bist, und für mich  
327 ist jetzt wichtig, ähm, ich hab das jetzt noch ungefähr 10,12 Berufsjahre. Das ist  
328 ne Zielgerade, wenn Du so willst. Da hab ich ganz klare Vorstellungen. Ich hoffe,  
329 dass ich das finanziell alles stemmen kann. Und ich habe ganz klare Vorstellun-  
330 gen, wo der Zoo vom Produkt her, nicht, dann nach 10 Jahren stehen kann, und  
331 stehen muss auch.

332 **Schenk**

333 Äh, die Forschungsergebnisse haben herausgebracht, dass unternehmerische Vo-  
334 raussicht aus Wahrnehmung letztlich resultiert. Hast Du 'ne besondere Antenne,  
335 die irgendwo aufzugreifen, zu sehen?

336 **Zoogeschäftsführer**

337 Ich guck mir schon die Konkurrenz an, nicht. Das heißt nicht, dass ich permanent  
338 durch Zoos fahre, sondern ich guck mir schon die Trends in der Freizeitentwick-  
339 lung an durch Presse-Recherchen, durch die Internet-Recherchen, schauschon mal  
340 was passiert rechts, was passiert links. Und dann sind da ja auch sehr viele .... die  
341 Erlebnisorientierung der Zoos die wird weiter voran treiben. Nur bei uns isses  
342 immer so: Wir haben kleinere Budgets als die ganz großen Zoos. Wir haben aber  
343 fast das gleiche Besuchspotenzial. D.h. wir haben nicht alles verkehrt gemacht.  
344 Man muss jetzt nur sehen, dass man jetzt eben .... Wir haben bisher immer Erleb-  
345 niswelten gebaut, oder schwache Gehege irgendwo optimiert, wenn man das Pro-  
346 dukt Zoo nimmt. Und wir sind jetzt dabei, da 'ne richtige rote Linie rein zu be-  
347 kommen durch die Art der Inszenierung, der Besucherführung, die eben richtig,  
348 ganz wichtiges Alleinstellungsmerkmal durch diese waldige, hügelige Lage die  
349 zur Verfügung steht, dann noch mal entsprechend aufwertet.

350 **Schenk**

351 Öh, welche Rolle spielt Intuition für Dich dabei?

352 **Zoogeschäftsführer**

353 Ne große Rolle. Viele Ideen die fliegen dann einfach mal auch so zu, und ich  
354 mach das fast so aus 'nem Reflex, fast schon. Häufig Entscheidungen leite ich da  
355 ab, und das hängt dann auch schon wieder automatisch mit Entscheidungsfreude  
356 ab. Wenn Du nur Intuitionen hast, und setzt sie nicht um, das ist dann ja auch  
357 nichts. Ist schon so, dass ich häufig mich auch begeistern lasse: Das kann 'ne  
358 sinnvolle Sache sein, das packen wir mal an.

359 **Schenk**

360 HmHm. Und vielleicht spielt ja die Fähigkeit auch eine Rolle, ganz einfach wahr-  
361 genommene Dinge aus verschiedensten Bereichen miteinander zu verknüpfen?

362 **Zoogeschäftsführer**

363 Ja, das ist so. Unterirdischer Zoo war so 'n Beispiel. Wo man gesehen hat, da  
364 gab's 'nen Förderantrag vom Museum für diese Unterwelten. Ziel war da .... Erst  
365 mal habe ich gesehen, dass da Kohle rein geflossen ist, da hat man gesehen die  
366 Kohle ist da rein geflossen, weil man die Menschen an diesen Lebensraum Boden  
367 heran führen will. Und dann muss man daraus erst mal die Idee entwickeln, dann  
368 'nen unterirdischen Zoo zu bauen. Und da die Gelder abzuzapfen. Das war schon  
369 irgendwie ne abenteuerliche Idee. Sowohl durch sagen wir mal nach rechts und  
370 links gucken, aber auch durch nen kreativen Impuls.

371 **Schenk**

372 Und das sind Dinge, die fliegen zu?

373 **Zoogeschäftsführer**

374 Ja, die fliegen zu. Man kann's manchmal 'nen bisschen befeuern indem man so  
375 Zeitfenster nimmt. Das mach ich jetzt häufiger mal. Wo ich dann wirklich 'nen  
376 Tag an die Küste fahre und da so, sagen wir mal, die textlichen Sachen mache,  
377 und Finanzstatusbericht und solche Sachen mache, die man hier im Büro sonst  
378 nicht durchgängig machen kann. Dann bist Du auch schneller effizient. Auf der  
379 anderen Seite ... beim Strandspaziergang mal überlegen .... Mit 'nem Knochen  
380 im und .... Mal überlegen, so ... mal ist der Knochen Fundraising, die Löwenak-  
381 tion, mal ist der Knochen der Bereich Marketing ..... und so die Zeit bewusst nut-  
382 zen, um so kreativ einfach aus 'nem weißen Blatt 'nen schwarzen zu machen,  
383 nicht. Aber das ist häufig bei mir auch so, dass ich das in Situationen mache, wo  
384 ich voll unter Dampf bin. Komischerweise, dann läuft alles auf vollen Pötten ....  
385 und dann kommst du auch unter Dampf mit mal auf Ideen ....

386 **Schenk**

387 Wie so 'n Blitz, nicht?

388 **Zoogeschäftsführer**

389 Jaha.

390 **Frage 5:**

391 **Sie haben ein richtig dickes Problem vor sich, das Sie in seiner Tragweite**  
392 **noch gar nicht so richtig fassen können. Wie empfinden Sie eine solche Situa-**  
393 **tion und welche Gefühle löst diese bei und in Ihnen aus? Können Sie sich an**  
394 **ein solches Problem erinnern? Mit welchen Vorgehensweisen haben Sie ver-**  
395 **sucht, es zu lösen oder zumindest zu „entschärfen“?**

396

397 **Zoogeschäftsführer**

398 Ja, ich kann an mehrere ....öhm .... Ein Fall war mal .... Völlig unterschiedliche  
399 Fälle ... Herr F., in 'ner Kuratoriumssitzung damals. Wo er uns wirklich ange-  
400 gangen ist, und diese eingleisige, sagen wir mal Primus inter Pares Funktion von  
401 mir versucht hat, kaputt zu reden. Aus Gründen, die uns nachher erst bekannt  
402 wurden, das hatte mit dem Wahlkampf zu tun. Und das war ganz böse für mich,  
403 das war so'n Tunnel in den ich da geguckt hab. Ne ganz schlimme Situation.  
404 Weil: am nächsten Tag hatte wir Mitgliederversammlung, und die wesentlichen  
405 ... sagen wir mal ... Neider und Leute, die mir da weh tun konnten, das war 'n ...  
406 die waren auch im Kuratorium .... Da entstand bei mir die große Sorge, dass man  
407 am nächsten Tag dann vorgeführt wird, und dass Du das dann nicht durch kriegst.

408 **Schenk**

409 Hmhm.... Und was löst das dann für Gefühle aus? Sind das so Angstgefühle, oder  
410 ....

411 **Zoogeschäftsführer**

412 Ja, das war in dem Fall .... Das hab ich das erste Mal gehabt, so 'ne Art Ohn-  
413 mächtsgefühl. Aber dann gehe ich da ganz stringent dran. Dann sage ich mir ....  
414 versuche ich dann so 'n worst case einzuzimmern. Der worst case ist: Du wirst  
415 vorgeführt, das steht in der Zeitung, und dadurch hast Du öffentlichen Reputati-  
416 onsverlust, und das wird schwierig, den Zoo weiterhin unbeschadet als Geschäftsführer  
417 zu führen. Also, da ging's ja wirklich schon um viel. Und dann war die  
418 Frage: So, wie gehe ich damit um? Und da hab ich erst mal diese Öffentlichkeits-  
419 wirksamkeit raus geholt, indem .... Wir können uns da fetzen ohne Ende in dem  
420 Raum .... Aber solange das nicht medial aufbereitet wird, kannst Du das Thema

421 immer noch vernünftig machen. Dann verlierst Du nicht Dein Gesicht und Deine  
422 Management-Stärke auch. Und das hab ich dann sofort abgedichtet, indem ich  
423 morgens gleich .... das muss ich sagen, das sind dann Tage, an denen ich mit  
424 Schutzpanzer bin. Da gehe ich rein, da bin ich wie das Auge im Sturm. Da ist kein  
425 Windzug, gar nichts. Da bin ich dann total fokussiert, und auch ganz ruhig. Das  
426 macht dann sogar Spaß. Ich hab mich dabei ertappt, dass das dann sogar Spaß  
427 macht, da jetzt gegen zu arbeiten. Das erste was ich gemacht hab, war .... Ich hab  
428 den Journalisten angerufen, den Chefredakteur von der NOZ und hab dem mein  
429 Leid geklagt, und den gebeten, dass er .... Der kann das einschätzen .... Abends  
430 bei der Mitgliederversammlung dabei ist. Da ist dann gelaufen. Da wusste ich, da  
431 passiert schon mal nichts. Da war Vertrauen da, was ich aufgebaut habe, über Jah-  
432 re, ja? Bei der Presse. So, dann wurde das Gespräch geführt mit der Zoodirektorin  
433 in dem Fall, weil das hätt die ja ausnutzen können. Da hab ich ihr gleich gesagt, in  
434 dem Fall, dass das 'ne dumme Idee wär. Und das hat sie dann auch so gesehen.  
435 Also auch die Flanke hab ich dann geschlossen. Vorher alles noch. Und dann das  
436 dritte Gespräch war mit Herrn F. Den hab ich dann angerufen und hab dem ge-  
437 sagt, was für ein Eigentor er da geschossen hat. Und dann hat Herr F. sogar noch  
438 gesagt, ob er abends zur Mitgliederversammlung kommen soll, um das eventuell  
439 richtig zu stellen. Hab ich gesagt, brauch er nicht, das kriege ich so hin. Aber ....  
440 Ich hab ja nun 'nen sehr gutes Verhältnis zu F. Ja aber, das zeigt einfach .... Das  
441 war ja der Ausgangspunkt der Frage, nicht .... Gab's da solche Situationen? Ja,  
442 die gab's, und wie reagiert man dann? Und ich reagiere dann so, dass ich dann da  
443 in den Fällen teilweise so 'n Schutzschild habe. Dann ....

#### 444 **Schenk**

445 Das heißt also: Diese Situationen öh, öh .... Da neigst Du dazu zu sagen: Was  
446 kann schlimmsten Falles passieren.... Und dann aus diesem schlimmstenfalls ver-  
447 suchst das konstruktiv so aufzubessern, dass es für Dich tragbar ist?

#### 448 **Zoogeschäftsführer**

449 Ja, Ja. Ich geh den schlimmsten aller Fälle durch und denk wie kann ich den ver-  
450 hindern, oder wie gehe ich mit der Situation um. Z.B. wenn wir mal äh wirklich in  
451 die Insolvenz gehen sollten, oder wenn wir nicht mehr liquide sein sollten, das ist  
452 ja auch die Frage: Wie geht man damit um? Und solche langfristigen Horror-  
453 Szenarien, die wirklich auch durchaus wahrscheinlich sind, oder nicht zu unwahr-  
454 scheinlich sind, da haben wir Lobby-Arbeit gemacht ... Ich hab mit dem Betriebs-  
455 rat gesprochen, der würde sich hinter das Management stellen .... Würde ich so-  
456 fort .... Habe ich ein Notfall-Szenario. Für Dinge, die man am Ende vielleicht  
457 irgendwo sieht, aber die hoffentlich nie kommen. Wenn aus der Situation heraus  
458 sowas passiert, dann geht man diesen Fall schnell durch. Dann versucht man, den  
459 schlimmsten Fall erst mal abzuarbeiten. Dann bist Du schon mal sicher. Dann  
460 weißt Du, was kann überhaupt passieren.

461 **Schenk**

462 Gibt es personelle Dinge, die Dich so aus der Bahn werfen können ... die Dich so  
463 ... oder kannst Du Dir das vorstellen, dass Du neben Dir stehst?

464 **Zoogeschäftsführer**

465 Personell hier, jetzt hier im Team?

466 **Schenk**

467 Ja, zum Beispiel.

468 **Zoogeschäftsführer**

469 Also, was mit irritieren würde, wäre .... Wir hatten vor Kurzem zum Beispiel mal  
470 dieses „Unternehmenswert Mensch“ hier. Und da wird ja auf 'ner globalen Per-  
471 spektive, 'ner übergeordneten Perspektive von einem Externen geguckt: Gibt's  
472 hier irgendwelche Brandherde im Zoo? Im Kommunikativen, und auch von der  
473 Führung her. Und da ist man ja schon relativ schnell nackt, nicht. Und wenn ich  
474 da in den Fokus gekommen wäre, das hätte mich irritiert. Von meinem Führungs-  
475 verständnis her hätte mich das irritiert. Weil ich mich da völlig anders sehe, und  
476 das hätte mich getroffen. Gott sei Dank war das alles völlig im grünen Bereich,  
477 und es hat meinen Kollegen getroffen.

478 **Schenk**

479 Das heißt also, es gibt durchaus Situationen, wo Du Dir für Dich selbst auch mal  
480 ne Ratlosigkeit auch mal erst vorstellen könntest?

481 **Zoogeschäftsführer**

482 Ja, wenn das Personal die Gefolgschaft verweigert. Wenn die mit ihrem Chef  
483 nicht klar kommen. Mit der Strategie nicht oder dem Typ, dem Mensch, dem Füh-  
484 rungsstil nicht ..... das würde treffen. Das würde richtig treffen. Hängt aber wie-  
485 der mit dem Führungsstil auch zusammen.

486 **Frage 6:**

487 **Die wichtige Bedeutung von Netzwerken und von Netzwerkarbeit in heutiger  
488 Zeit unbestritten. Können Sie spontan über Netzwerke berichten, in denen  
489 Sie beruflich zuhause sind? Und vielleicht können Sie auch darüber erzählen,  
490 wie Sie sich selbst in Netzwerkarbeit eingeben, welche Vorteile Sie sich davon  
491 erwarten, und welchen „Input“ Sie bereit sind, für eine gedeihliche Netz-  
492 werkarbeit zu geben?**

493

494 **Zoogeschäftsführer**

495 Also erst mal ist Netzwerken 'ne schwierige Aufgabe. Ich bin eigentlich vom Typ  
496 her gar kein Netzwerker. Mehr eher so der Typ, der familiär ist und zurückgezo-  
497 gen ist. Der auch eher so 'n bisschen .... Introvertiert will ich nicht sagen, ....  
498 Aber im Job bin ich anders. Völlig anders, als ich privat bin. Privat so die Ruhe  
499 und Harmonie, aber im .... Da ist man mit der Zeit unwahrscheinlich gewachsen,  
500 .... Das Netzwerk ist natürlich auch der Förderkreis mit 250 Unternehmersön-  
501 lichkeiten, den ich aufgebaut habe. Dann die Arbeit mit Multiplikatoren, der Kon-  
502 takt zur Presse, zu Rat und Verwaltung, zu Politik. Also: Das ist für 'n Zoo also  
503 ausgesprochen wichtig, und diese Netzwerke werden auch zum Teil gefördert.  
504 Obwohl ich jetzt für mich merke, dass ich jetzt nicht auf jeder Hochzeit mit tan-  
505 zen kann. Mittlerweile sind die Kontakte aufgebaut, dass ich da ein bisschen zu-  
506 rück schraube. Wir haben da jetzt z.B. morgen so 'n Unternehmen, Unternehmer-  
507 treffen hier im Zoo, mit Sponsoren und auch neuen Partner die man heranführt ....  
508 Das lasse ich jetzt ruhig die Prokuristin machen, und ich komme dann etwas späte  
509 dazu. Zum einen, um die Kollegin ein bisschen aufzubauen, die hat ja auch immer  
510 mehr Verantwortung übernommen. Zum Andern aber auch, um dann nicht gänz-  
511 lich durch Abwesenheit zu glänzen, nicht. Das war früher viel wichtiger für mich,  
512 als das heute ist, wo die Linien jetzt stabil aufgebaut sind.

513 **Schenk**

514 Bist Du Dir darüber bewusst, dass Netzwerken nicht nur eine Sache ist, wo man  
515 anzapfen kann, sondern wo man auch geben sollte? Wo und was kann aus Deiner  
516 Position heraus auch als Input in diese Netzwerke kommen dann?

517 **Zoogeschäftsführer**

518 Relativ wenig. Also ich kann .... Hier ist das auch die Besonderheit, dass das hier  
519 ein Netzwerk ist, was ein Non-Profit-Partner quasi ... und das sind auch keine  
520 persönlichen Netzwerke, sondern das sind Netzwerke, die ich aufbaue da für den  
521 Zoo. Als Non-Profit-Partner kann man da nicht so viel rein geben außer diesen  
522 klassischen Aktivitäten halt, die wir halt an Partner für Kunden- und Mitarbeiter-  
523 bindungsaktivitäten ermöglichen. Aber ... meine, ich werde zwar häufiger mal  
524 angezapft, z.B. wenn es irgendwelche Arbeitsuchenden sind, Leute die aus dem  
525 Netzwerk jetzt irgendwo 'nen anderen Job suchen, aber da kann man eigentlich  
526 nur relativ wenig machen.

527 **Schenk**

528 Aber man tut es eben doch, um sich dann auf der anderen Seite wieder irgendwo  
529 eine mögliche Hilfestellung woanders zu sichern.

530

531 **Zoogeschäftsführer**

532 Ja, ich mach's dann eher so 'n bisschen altruistisch. So helfen ist auch so eine  
533 Sache, die man auch einfach mal so macht. Ja ist, si, ist bei mir auch so.

534 **Frage 7:**

535 **Vielleicht kennen Sie diesen dummen Spruch: „Nett ist der kleine Bruder  
536 von scheiße“. Irgendwie verbirgt sich hinter diesem dummen Spruch eine  
537 Art Philosophie. Können Sie aus Ihrem unternehmerischen Tun von Bege-  
538 benheiten berichten, in denen es Ihnen zum Nachteil gereichte, wenn Sie zu  
539 „nett, mitfühlend, vertrauensvoll, kooperativ, hilfsbereit und nachsichtig wa-  
540 ren? Oder fallen Ihnen umgekehrt Situationen ein, in denen das zur Schau  
541 stellen einer gewissen Unverträglichkeit bessere unternehmerische Resultate  
542 zeitigte, als sich zu verträglich zu geben?**

543

544 **Zoogeschäftsführer**

545 Also, das geht ja immer um eine Sache, nicht. Ich beziehe jetzt mal auf die  
546 Sachebene und nicht auf die Art des Kommunizierens. Auf der Sachebene jetzt,  
547 muss man aufpassen, dass man nicht zu viele Geschenke verteilt. Das ist so, weil  
548 so 'n Zoo, der jetzt nicht so stark gefüttert wird, der muss sich irgendwie auch  
549 finanziell über Wasser halten. Und da sind jetzt z.B. irgendwelche Wünsche des  
550 Personalkörpers, so sinnvoll die sein können, oder irgendwelche Beschaffungen,  
551 so sinnvoll die sein können, immer ganz, ganz kritisch zu hinterfragen. Also, da  
552 kommt man häufiger mal in Situationen, auch gerade wenn man mit dem Be-  
553 triebsrat ein gutes Klima haben möchte, dass dann auf Mal Fragen gestellt wer-  
554 den. Nach Besserstellungen, nach Personal. Aber die werden mittlerweile gar  
555 nicht mehr gestellt, weil da einfach die Situation und die Strategie auch jedem klar  
556 ist. Mittlerweile, durch transparente Kommunikation, die wir immer gemacht ha-  
557 ben. Die wissen alle: Nice to have, aber können wir nicht bezahlen.

558 **Schenk**

559 Hat es denn Situationen gegeben, wo Du hinterher irgendwelche Nachteile hattest,  
560 weil Du Dich

561 irgendwo zu freundlich, zu kooperativ oder so gegeben hast?

562 **Zoogeschäftsführer**

563 Neee, ich wunder mich immer selber. Also .... Ich habe keinen autoritären Füh-  
564 rungsstil, aber die akzeptieren mich hier alle. Und die wissen, die kennen auch die  
565 Strategie. Also ich merk auch teilweise .... Wir hatten mal so ein Schlüsselerleb-  
566 nis. Das war Sommerfest. Da kam irgendwie so ein ...äh, äh ... ehemaliger Mit-

567 arbeiter zu mir und sagt mir: Mensch, Sie fahren hier ja 'nen harten Stil .... Ich  
568 kannte den nur vom Sehen. Das war ein Handwerker .... und da gab's viel Versu-  
569 che, den Stand da auszuweiten. Und er sagte: Man gut, dass Sie das nicht gemacht  
570 haben. Das ist zwar hart, aber das ist zu schaffen hier. Man hat da gemerkt, dass  
571 man am Ende doch richtig gelegen hat. Aber mittlerweile ist diese Einsicht beim  
572 Personal auch echt da. Das wir hier ganz eng geschnallt sind, und dass wir mit den  
573 Rahmenbedingungen die wir haben versuchen müssen, das Beste daraus zu ma-  
574 chen. Und das ist halt 'ne Arbeitsverdichtung gewesen die hier erfolgt ist, und da  
575 konnte ich keine Geschenke machen. Das weiß auch jeder, das sieht auch jeder  
576 ein.

577 **Schenk**

578 Wie ist das gegenüber Lieferanten? Meinetwegen, oder auch Bauunternehmern  
579 oder so? Ist das dann eher ein Stil, der nicht ganz so nett ist, oder ....

580 **Zoogeschäftsführer**

581 Da bin ich schon mafiös. Knallhart.

582 **Schenk**

583 Das heißt, da ist also von nett in dem Sinne dann .....

584 **Zoogeschäftsführer**

585 Nein, Null. Nullkommanull. Nett ja, kommunikativ und so, keine Frage. Aber in  
586 der Sache überhaupt nicht.

587 **Schenk**

588 Also kann es Dir nicht passieren, dass Di dann irgendwo auch einen Vertrauens-  
589 vorschuss gibst auf Grund Deiner persönlichen Zugehensweise, der hinterher ir-  
590 gendwo ausgenutzt wird?

591 **Zoogeschäftsführer**

592 Nein, halte ich für ausgeschlossen.

593

594 **Frage 8:**

595 **Was kritisieren Sie an Menschen, die Sie als nicht gewissenhaft empfinden,  
596 und wie versuchen Sie in Ihrer persönlichen Arbeitsorganisation derartigen,  
597 von Ihnen als negativ empfundenen Stolpersteinen aus dem Wege zu gehen?**

598

599 **Zoogeschäftsführer**

600 Also, die zielt auf Mitarbeiter wahrscheinlich, die Frage, nicht?

601 **Schenk**

602 Nicht nur, auch auf Außenstehende, auf Zulieferanten, auf ....

603 **Zoogeschäftsführer**

604 Ja mit Lieferanten habe ich ja nun nicht so viel Kontakte, weil ich das ja steuer,  
605 aber die .... die meisten Kontakte zu Lieferanten hat der technische Inspektor.....  
606 weil ich so den Einkauf im Marketing mache. Öhm. Und bei Bauprojekten natür-  
607 lich. Da habe ich ganz klare Zielvorstellungen. Aber, öh, wenn ich nicht gewis-  
608 senhaftes Handeln, also mangelnde Leistungsfähigkeit .... Die hat man teilweise  
609 schon gehabt bei Bauprojekten. Und da geht es dann auch so .... Beim Takamanda-  
610 Projekt z.B. war das so, da haben wir dann schon auch mit Muskeln gespielt.  
611 Und durchaus auch mal mit dem Rechtsanwalt gedroht. Aber das sind Dinge, die  
612 sind nicht alltäglich. Wo man aufpassen muss: Man hat verschiedenste Formen  
613 von Mitarbeitern. Es gibt Mitarbeiter ... wichtig ist das Können oder das Wollen.  
614 Wer nicht kann und will ... das ist der falsche Mitarbeiter für den Platz. Wer  
615 kann, aber nicht will, das ist auch scheiße. Es gibt, das ist jetzt ein bisschen platt  
616 ausgedrückt: Es gibt auch hier bei uns in der Mannschaft den einen oder anderen,  
617 .... Wenige, aber eins, zwei Leute, die gut sind, die aber viel mehr leisten können.  
618 Nicht, wenn sie einfach straighter wären, wenn sie sich besser organisieren wür-  
619 den, wenn sie mehr Verantwortung übernehmen würden. Und da muss man schon  
620 irgendwo auch steuernd eingreifen.

621 **Schenk**

622 Das heißt also, Potenziale nicht ausschöpfen, die zur Verfügung stehen, würdest  
623 Du schon als nicht gewissenhaft bezeichnen?

624 **Zoogeschäftsführer**

625 Ja. Im Sinne des Zoos ist das nicht gewissenhaft.

626 **Schenk**

627 Es ist eben nicht nur das, was eben so Zeitmanagement und sowas betrifft, son-  
628 dern eben auch tatsächlich die Dinge, dass sich Leute da irgendwo sich selbst  
629 nicht so eingeben, wie sie eigentlich könnten.

630 **Zoogeschäftsführer**

631 Genau. Da führt man Gespräche und versucht immer, permanent wieder, da was  
632 hin zu bekommen. Wir sind ein kleines Team hier, und das funktioniert aber ganz  
633 gut.

634 **Schenk**

635 Gibt es 'ne Gewissenhaftigkeit, die ganz einfach auch, wie man so schön sagt,  
636 durch Schlampen passiert? An der einen oder anderen Stelle, wo man rein greift.  
637 Die vielleicht kritikwürdig ist.

638 **Zoogeschäftsführer**

639 Jaha. Das fliegt aber sehr schnell auf. Weil in den Projekten da bin ich immer gut  
640 drin. Wir sind so knapp gestellt hier, dass ich als Geschäftsführer zumindest alle  
641 Projekte kenne und auch inhaltlich zumindest beurteilen kann. Und durch die  
642 Technik der Wiedervorlagen usw. sehe ich ja, wenn irgendwelche Dinge dann  
643 nicht gelaufen sind. Dann .... Ich kann das unwahrscheinlich schwer behalten. So  
644 viele verschiedene Impulse kommen hier, auch Gesprächsinhalte, usw. Da habe  
645 ich echte Schwächen, das zu behalten. Weil ich unwahrscheinlich entscheidungs-  
646 freudig bin. Und da muss man dann gucken, dass man die Persönlichkeit steuert,  
647 eigene Defizite da abbaut. Ich mach das z.B. mit diesen Wiedervorlagen. Da sehe  
648 ich dann sofort, ob ein Projekt auf der Strecke geblieben ist, oder wie der Status  
649 Quo dann ist. Und dann grätsch ich da auch rein. Und geb da noch mal Gas. Und  
650 wenn ich's nicht mehr in den Wiedervorlagen sehe, ist das Thema dann abgearbei-  
651 tet.

652 **Schenk**

653 Das heißt also: Gewissenhaftigkeit kann in gewisser Weise daran gemessen wer-  
654 den, ob die Dinge eingehalten sind, oder nicht. Eben durch die ständige Kontrolle.

655 **Zoogeschäftsführer**

656 Das ist hier s eng gestrickt. Wir haben hier 'ne Zeiterfassung, da muss ich dem-  
657 nächst wieder ein Gespräch führen. Da sind ein paar offene Baustellen, und ... die  
658 sind zwar besprochen, aber die nächsten Schritte, die wir vereinbart haben, die  
659 sind noch nicht eingeleitet worden. Habe ich das Gefühl. Und, äh, wenn ich sol-  
660 che Dinge sehe, dann geht das eben auf Wiedervorlage. Und nach 5 Tagen da  
661 wird das rausgezogen, und da wird geguckt, wie weit sind wir da, bei dem Projekt.

662

663 **Frage 9:**

664 **Auf Sie stürmen täglich viele neue Informationen ein, teils zu bekannten, teils  
665 aber auch zu unbekannten Sachverhalten. Welche Arbeitsstrategien haben  
666 Sie entwickelt, diese vielen Informationen zu bewältigen, und wie gehen Sie  
667 dabei mit Informationen um, die aus dem alltäglichen Rahmen heraus fallen  
668 und vielleicht für Sie neu sind?**

669

670 **Zoogeschäftsführer**

671 Wobei Informationen ... ich kann unwahrscheinlich schlecht lesen. Ich habe  
672 Schwierigkeiten, aus so 'nem schwarz bedruckten Papier irgendwo mit 'nem gu-  
673 ten Lesestil die wichtigen Sachen raus zu filtern. Da hab ich Schwierigkeiten mit.  
674 Gott sei Dank brauch ich das aber auch nicht so häufig. Was ich aber mache, ich  
675 überfliege Dinge nur. Und ..... wenn ich die Postmappe mache, da hat mein Vor-  
676 gänger drei Stunden am Tag dran gesessen, ..... heute ist die viel voller, da sitze  
677 ich zehn Minuten dran. Wird abgezeichnet, überflogen, und ich versuche sofort,  
678 wichtig und unwichtig zu unterscheiden. Das ist wie so 'n Filter. Ansonsten be-  
679 kommt man eigentlich alle Informationen wenig mit der normalen Post, die man  
680 bekommt. Ich fange eher anders herum an, dass ich z.B. bei Themenfeldern, die  
681 Löwen für Löwen Aktion z.B., da gucke ich was haben die Leipziger gemacht  
682 damals, als die ne Löwenanlage gebaut haben. Wie sah die aus, wie kann man  
683 vielleicht adoptieren. Ich ziehe die Informationen aus dem Netz. Das ist 'ne wun-  
684 derbare Geschichte, man kann auch ältere Dinge sofort erkennen und auswerten  
685 und überlegen. Öhm, das man da vielleicht Dinge übernimmt und weiter entwi-  
686 ckelt, oder ..... Also da bin ich schon immer dabei. Ich gucke auch in die sozialen  
687 Netzwerke. Die lassen sich auswerten für den Zoo. Ich gucke auch ganz bewusst,  
688 was in Münster und in Emmen passiert, indem ich da auf die lokalen Zeitungen  
689 gehe.

690 **Schenk**

691 Ok. Jetzt sind diese Informationen also da. Wie werden die irgendwie bei Dir ka-  
692 nalisiert? Gewichtet nach Wichtigkeit ...

693 **Zoogeschäftsführer**

694 Unwichtig weg. Wichtig angucken.

695 **Schenk**

696 Das heißt, das kommt papiermäßig dann auf 'nen Stapel oder per Notiz, oder .....

697 **Zoogeschäftsführer**

698 Also bei komplexeren Dingen, die man durchlesen muss oder möchte, das drucke  
699 ich dann aus und lege es mir auch auf Wiedervorlage für einen ruhigen Tag, oder  
700 mal für die Küste, oder Home-office dann. Sonst muss ich mich dann echt kon-  
701 zentrieren. Lesen kann ich wirklich nicht gut. Wenn ich dann mal unter Druck bin,  
702 und wirklich hier im Büro mal zwei Stunden brauche, dann sage ich der Sekretä-  
703 rin Bescheid. Dann kommt keiner rein, keiner raus.

704

705

706 **Schenk**

707 Das heißt, es geht nicht über 'ne Zettelablage, die man von Zeit zu Zeit mal  
708 durchgeht?

709 **Zoogeschäftsführer**

710 Doch, auch das. Öh, aber weniger. Also Informationen weniger. Ich sage mal  
711 Dinge, die jetzt nicht so wichtig waren, die eigentlich auch abgearbeitet sind, die  
712 fliegen dann hier in den Haufen rein. Und irgendwann wird der von der Sekretärin...  
713 werden die Sachen weggeschmissen, oder in den Ordner gepackt. Dann hab  
714 ich hier einen Ordner mit den Sachen, die ich bearbeiten muss. Aber das sind auch  
715 teilweise wichtige Sachen. Die hab ich über meine Checkliste direkt im Griff.  
716 Damit steuer ich mich. Hier ist die Checkliste, in der alle wesentlichen to dos drin  
717 sind. Das mach ich dann auch ganz gemütlich mal im Home-office .... Wird die  
718 überarbeitet. Die ist dann synchron so ein bisschen zu den Schwerpunkten des  
719 Jahres. Und dann ist man schon mal gut gesteuert. Die anderen Sachen, nicht ....  
720 ein paar gelbe Zettel .... Das sind die aktuellen Sachen, die man jetzt .... Die  
721 fliegen wenn sie abgearbeitet sind weg und fertig. Hier noch to dos, die ich jetzt  
722 unmittelbar bearbeiten muss.... Projekte oder eigene Sachen.... Die werden ent-  
723 weder sofort bearbeitet, oder gehen in die Wiedervorlage.

724

725 **Frage 10:**

726 **Sie kennen diesen Spruch von Friedrich Schiller: Immer strebe zum Ganzen  
727 und, kannst du selber kein Ganzes werden, als dienendes Glied schließ an ein  
728 Ganzes dich an! Können Sie beruflich über Situationen berichten, in denen  
729 Sie sich lieber irgendwo angeschlossen haben? Welche Mühen nehmen Sie  
730 auf sich, doch stets „Vorturner“ zu sein und wie finden Sie für sich selbst  
731 heraus, ob das möglich ist?**

732

733 **Zoogeschäftsführer**

734 Also ich glaube, wir haben eine ganzheitliche Strategie. Deshalb docken wir uns  
735 nirgendwo an. Das ist hier so 'n eigenes Biotop. So sehe ich das. Ist vielleicht 'ne  
736 andere Sache als früher bei der Telekom .... da war ich in einem Filial-  
737 strukturierten Unternehmen ... da hat man die inhaltlichen Benchmarks, da kann  
738 man sich an Arbeitsgruppen andocken .... Da ist ein Netz ja viel wichtiger, auch  
739 für die eigene Person. Hier ist es anders. Das ist ein Biotop das man weiter entwi-  
740 ckeln möchte. Wir haben ne gute Strategie. Man guckt ab und zu nach rechts und  
741 links. Man guckt mal was macht eigentlich die Konkurrenz, oder die Partner-  
742 Zoos, was haben die eigentlich an neuen Impulsen und Ideen .... Aber am Ende

743 haben wir hier ne ganz klare Strategie, und die gilt es einfach, weiter zu entwi-  
744 ckeln. Das ist wichtig, dass man die Leute auch mitnimmt, dass die wissen, ja .....  
745 auch wenn man hier irgendwelche langweiligen Coupon-Sachen recherchieren  
746 muss, die müssen dann schon wissen: Warum mache ich das. Die Strategie ist so  
747 gut umrissen, dass man echt für jede Tätigkeit eine machen kann.

748 **Schenk**

749 Öh, wäre es für Dich denkbar, Dich irgendwo an ein Projekt anzuschließen, das in  
750 einem größeren Gesamtinteresse als nur Zoo läuft? Meinetwegen zusammen mit  
751 der Stadt. Und dort nicht den Hut auf zu haben?

752 **Zoogeschäftsführer**

753 Es gibt jetzt diese Regionalmarketing – Geschichten wieder. Öh, aber das sind  
754 alles Dinge .... Zeitfresser.

755 **Schenk**

756 Also nicht anschließen, mit anderen Worten?

757 **Zoogeschäftsführer**

758 Nein. Eigenständigkeit behalten. Zoomuseum ist 'ne Sache, wo man sicherlich  
759 enger kooperiert, aber da dockt man sich auch nicht an, sondern da kommt 'nen  
760 kleineres Projekt dazu vielleicht.

761 **Schenk**

762 Wäre es für Dich heute noch denkbar, nicht Vorturner zu sein?

763 **Zoogeschäftsführer**

764 Ja, aber nicht in einer Freizeiteinrichtung. Da wäre ich ein schlechter zweiter  
765 Mann. Weil ich genau weiß, wo ich hin will. Allerdings hab ich doch schon Ak-  
766 tien als Geschäftsführer. Ich glaube schon, dass ich mich in ner Routine gut ein-  
767 bringen könnte, aber das ist schon schwieriger, muss ich schon sagen. Weil man  
768 ganz einfach diese Freiheitsgrade nicht mehr hat. Und das würde mir schon sehr  
769 fehlen.

770 **Schenk**

771 Also könnte man das doch als ein Bemühen irgendwo definieren, gerne Vorturner  
772 zu bleiben auch?

773 **Zoogeschäftsführer**

774 Ja, von der Sache her, genau. Ich sehe mich eher als Teamplayer, aber ich hab  
775 natürlich schon die Federführung hier und weiß genau, wo ich mit dem Ding hin

776 will hier. Und da, also im Zoo hier, da lasse ich mir nichts anbrennen. Und ich  
777 könnte mir nicht vorstellen, ... da wäre ich ein ganz schlechter zweiter Mann oder  
778 auch ein ganz schlechter erste Mann, wenn es einen zweiten ersten Mann gäbe. Da  
779 wäre ich ganz schlecht. Einer hat mal den Spruch gemacht, da ist viel dran: Ich  
780 bin ein schlechter zweiter Mann. Wenn man mich irgendwo haben will, als erster  
781 Mann, oder gar nicht. Und im Zoo könnte ich mir alles andere gar nicht vorstel-  
782 len. Da habe ich zu lange Schwierigkeiten hier gehabt, ich sag mal aus ner zweien-  
783 ten Situation heraus nach oben zu ziehen. Oder, ich sag mal, aus ner paritätischen  
784 Situation heraus nach oben zu ziehen. Da sind einfach ... die Entscheidungswege  
785 werden dann lang .... Dann wird's zäh. Dann kriegst Du die Äpfel nicht auf den  
786 Boden, dan verschleißt Du Dich in Richtungskämpfen oder so ....

787

### 788 Schlussfrage

789 **Wir haben in den vorangegangenen Fragen versucht, eine Menge an Infor-  
790 mationen über unternehmerisches Verhalten anhand Ihrer persönlichen Er-  
791 fahrungen und Beobachtungen zusammen zu tragen. Für Ihre konstruktive  
792 Beteiligung an diesem Interview danke ich herzlich. Können Sie vielleicht  
793 noch einmal in wenigen Kernpunkten zusammenfassen, welche wesentlichen  
794 Strukturelemente Ihnen für ein erfolgreiche und vorausschauende unter-  
795 nehmerische Tätigkeit besonders wichtig sind?**

796

### 797 **Zoogeschäftsführer**

798 Erstens: gute Strategie. Ich muss wissen, wo will ich hin. Wie komme ich dahin.  
799 Ne gute Strategie, und die Strategie die besteht aus Teilstrategien hier im Zoo.  
800 Aus verschiedenen Modellen für Sponsoring-Arbeit, für Fundraising-Arbeit, für  
801 Marketing insbesondere – ganz wichtig, für 's Aufwandsmanagement, für 's Con-  
802 trolling. Umsetzen der Strategie ist dann das Wichtigste. Ich muss 'ne gute Strate-  
803 gie haben, ich muss wissen wo will ich hin. Ich muss wissen .... Da hab ich früher  
804 von Projekt zu Projekt gedacht, da hab ich irgendwo zu klein gedacht .... Jetzt  
805 weiß ich eigentlich genau, wie der Zoo aussehen muss in maximal 10 Jahren. Das  
806 heißt, man hat 'ne Strategie und ein Ziel: Wie komme ich da hin. Das schaffe ich  
807 nicht auf dem Papier, da schaffe ich nur durch Umsetzung. Das heißt, da muss ich  
808 mich so strukturieren, dass ich einen Beitrag dazu leisten kann, dass die strategi-  
809 schen Komponenten .... die hat nämlich kein anderer im Blick. Man denkt  
810 manchmal, Dinge sind so offenkundig. Das ist aber nicht so. Trotz aller internen  
811 Kommunikation die man hat: man hat so die Zoostrategie im Kopf wie kein ande-  
812 rer. Und man erkennt sofort, wo man Schwerpunkte setzen muss, und wo viel-  
813 leich Mitarbeiterinnen und Mitarbeiter .... ich habe die Ziele, ich habe die Strate-  
814 gie und muss die Leute mitnehmen. Das ist meine Kommunikation, und die müs-

815 sen auch wissen, warum wir den Weg gehen, und warum wir nicht einen anderen  
816 gehen. Und dann geht es eben auch darum, die Leute zur Eigenverantwortung  
817 aufzubauen. Das ist in den letzten zwei, drei Jahren immer stärker gelungen auch.  
818 Dass die Leute mehr Verantwortung übernehmen, und dann von sich aus auch  
819 Impulse und Ideen einbringen. Ziel, wo will ich hin ist ein Ding. Strategie: Wie  
820 kriege ich das hin, und dann natürlich auch ´ne Taktik: Wie setze ich die Strategie  
821 um. Und da ist Mitarbeiterführung, Mitarbeiterkommunikation, Projektmanage-  
822 ment .... Das sind da Schlüsselthemen.