

## Interpreting Entrepreneurial Motives and Behavior Using the Tri-Anthropo-Type Paschalidis Business Model

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### Abstract

*The aim of this study is to correlate literature's motives for entrepreneurship with the principles of the Tri-Anthropo-Type Paschalidis Business Model, clarifying their relationship and explore the Model's contribution to interpreting entrepreneurial motives and behavior. The main question is: what really motivates people to establish and effectively operate an enterprise and how this procedure is interpreted using the Tri-Anthropo-Type Paschalidis Model. Findings showed that the Model effectively explains the entrepreneurial motives, the personality characteristics and the entrepreneurial behavior of entrepreneurs. Furthermore, it shapes the business culture and transforms the company into a pleasant and productive environment. The main conclusion is that the Tri-Anthropo-Type Paschalidis Model is an invaluable tool for entrepreneurs and CEOs as it opens the path to self-knowledge and personal development and enables them to identify the reasons behind their business behavior and motivation, while shaping a new company culture in terms of behavior and operation.*

**Keywords:** Entrepreneurship, Motivation, Personality Type, Businesses behavior, Business culture

### 1. Introduction

In recent years, there has been increasing need to study the importance of entrepreneurship as a factor in personal, business and social growth. This is evident in its application in economic research as well as in economic policy (Bruyat & Julien, 2000). Researchers are particularly interested in understanding the factors that motivate individuals to start and effectively operate a business (Henry, Hill & Leitch, 2004; Kuratko, 2005). The present study uses the Tri-Anthropo-Type Paschalidis Model to examine the factors that motivate people to become entrepreneurs as well as how they can successfully operate their business. It analyses the personal characteristics of entrepreneurs, how they react when calm and in conditions of psychological pressure, and how they act as they materialize projects. It explains how these people make decisions in the face of challenges from the broader economic and business environment and how they are motivated for business activity.

### 2. Literature review

#### 2.1 Theoretical approaches to entrepreneurship

Systematic approaches on entrepreneurship research started in 1934, when Schumpeter presented his views on entrepreneurship and innovation. Initially, researchers focused on the personal traits of entrepreneurs, while later they were more concerned with the environment in which a person operates as well as the demographic and social characteristics of entrepreneurs (Sexton & Bowman, 1984). There have been research attempts that aimed to answer the question "if an entrepreneur is born as such or develops into the role because of the environment in which he or she operates" (Baron, 2004). The most important theories and approaches are the following: a) personality theories (Bucholz & Rosenthal, 2005; Korunka, Frank, Lueger, & Mugler, 2003), b) behavioural theories (Bridge, O'Neill & Cromie, 2003), c) economic approaches (Carolis, Marie & Saparito, 2006), d) sociological approaches (Reynolds, Camp, Bygrave, Autio & Hay, 2001), and e) the cognitive approach.

**Personality theories** argue that the business activity of some people, unlike others, is attributed to the characteristics of their personality. The most basic ones are:

*Need for achievement*, which means that the entrepreneur is a person with a high need for the achievement of goals and is motivated by that so long as this need is not satisfied.

*The internal locus of control*, which shows that the person believes that he himself is in control of the events of his life.

*Self-efficacy*, which is defined as a person's conviction about what he is able to do with his own capabilities (Korunka et al., 2003).

*Entrepreneurial culture and entrepreneurial spirit*, which an individual exhibits (Bucholz & Rosenthal, 2005).

*Risk taking propensity*, because entrepreneurship is intertwined with risk-taking.

**Behavioral theories** study entrepreneurship based on the environment in which a person operates. They argue that the abilities/qualities of an individual such as creativity, responsibility, management, communication, decision making or innovation and the characteristics a person has such as self-confidence, enthusiasm, mood for independence, perception and attitude towards risk are all important when environmentally a trigger event occurs and, at the same time, there is a supporting mechanism that provides the necessary encouragement (Bridge et al., 2003).

**Economic approaches** argue that perceptions of business may affect the evaluation of business opportunities, but maintain that this is a reaction provided under the stimulus of the external environment (Shane & Venkataraman, 2000).

**Sociological approaches** argue that the recognition of business opportunities occurs within the social environment that permits and/or promotes entrepreneurship, providing business opportunities. Various demographic characteristics of the individual such as age, gender, level of education, professional experience, and the parent's economic level play an important role (Reynolds et al., 2001).

**The cognitive approach** argues that personal characteristics play a major role in whether someone will become an entrepreneur or not; nevertheless, they consider the period before the start of the business particularly important in the decision-making process. Choosing entrepreneurship as a career option is based on the evaluation of reality, the assessment of the individual's own skills and the presence or absence of the necessary resources.

Despite the extensive scientific research, researchers have not arrived at any commonly accepted conclusions that could become development tools for the business world. The following questions remain relevant today: "What are the reasons some people are motivated to start their own businesses while others are not, despite the identical environmental conditions? And how can they operate their business successfully?" The purpose of the present study is to answer these interesting and perennial questions, basing its research on the principles of the Tri-Anthropo-Type Paschalidis Business Model.

## 2.2. The Tri-Anthropo-Type Paschalidis Model and brain function

### 2.2.1 The basic principles of the Tri-Anthropo-Type Paschalidis Model

The Tri-Anthropo-Type Paschalidis Model connects the brain with personality, behavior and the way in which people perceive, manage, and act out their emotional and biological functions (Paschalidis, 2014b; Paschalidis & Stathopoulou, 2012a). The basic principles of the Model are as follows:

According to the Model, every person belongs to only one of three distinct personality Types, the Types A, B or C, differentiated mainly by the brain function and plasticity. The three personality Types are classified according to certain physiological, neuroanatomical, and neurochemical characteristics as well as personality traits, which are genetically determined and inherited from one's biological parents (Paschalidis & Stathopoulou, 2012a). The three personality Types originate from differentiations in the function of the three brain structures of the limbic system: the temporal lobe, the amygdala, and the hippocampus (Paschalidis & Stathopoulou, 2012b). Under conditions of intense pressure, the function of the neurotransmitters serotonin and/or dopamine in the above structures becomes disrupted because of the hyperfunctioning of these brain structures (Paschalidis, 2013, 2015).

In cases where large amounts of serotonin are stored in the temporal lobe, certain personality and behavioral traits appear that belong to Type A. Type A is visual, processes information instantly, and acts immediately/instantaneously.

**Table 1: Characteristics of Type A entrepreneurs**

Type A in calm conditions	Type A under stress
Leader	Cannot direct, panics, and is tired by responsibility
Spontaneous guide	Oppressive leader
Inspired visionary, clear thinker, problem-solver	Inactive, without clarity of thought for problem solving
Practical, calm, careful, effective in action	Haste leads to impatience and carelessness
Quick, can create everything	Hasty, destroys everything
Quickly, effectively adapts to forthcoming changes	Finds it difficult to accept change
Keeps his/her promises	When feeling hurt, she forgets all promises she has made
Does not know what pressure means	Little tolerance for pressure
Makes comments to elevate others	Makes comments without thought of the consequences
Takes risks to achieve quick results	Takes risks in search of a solution, but creates problems instead
Acts without being affected by the larger picture	Gets annoyed by the larger picture and is not effective
Breaks rules in order to achieve quick results	Gets annoyed by rules and is not effective
Optimistic with results	Pessimistic, without result
Perfect management	Lack of management
Polite, with good manners	Temperamental, abrupt, indelicate
Overcomes obstacles	Drowns in the face of obstacles and gives up

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**Table 2: Characteristics of Type B entrepreneurs**

Type B in calm conditions	Type B under stress
Motherly / fatherly guide	Cannot impose on others
Carefulness brings good results	Caution causes them stress, does not bring about results
Self-confident when knows the field of action	Insecure
Meticulous, organized	Wastes time over organization
Accepting and trusting	Suspicious and cautious
Has good ideas and brings about results	Gets lost in thoughts and cannot bring about results
Patient	Stressed out because of endless patience
Polite and cooperative	Conservative
Will not make negative comments for others	Makes comments that upset others
Cautious in face of change but will move ahead	Gets stressed over future changes and do not move ahead
Pays heed to criticism of others but not affected	Is greatly affected by criticism
Often agrees with others so as not to cause problems but remain likeable	Often disagrees with what others say; is reactionary
Compromises in order to be effective	Uncompromising in order to have his/her way
Will risk after checking all possible consequences	Risk-taking is too stressful
Pays great attention to the whole picture in order to be effective	Gets stressed out over the larger picture and cannot bring about results
Theoretical and analytical thinker	Wastes time in analytical thought and slow action

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**Table 3: Characteristics of Type C Entrepreneurs**

Type C in calm conditions	Type C under stress
Imposing leader	Commanding leader
Hardworking, a fighter	Demands hard work by others as well
Trusts only those he considers his own people	Suspicious and controlling with everything
Overcomes a problem to avoid mistakes	Becomes obsessed with the problem
Fair according to his/her code of ethics	Self-centered: expects everyone to follow his fairness
Demanding	Revengeful
Will not give up on the company because he/she cannot stand failure	Will invest everything (life, family) even for something that cannot be solved and is doomed to failure
Disregards the whole picture because he/she focuses on the target at hand	Dismisses the whole picture and goes only after the target
Steadfast, with stamina	His/her persistence destroys his/her life
Is not afraid of the target and must bring results by any means	Dashes forward and disregards even his own life in order to bring about results
Makes his/her own rules	Forces others to follow his/her rules
Tough negotiator who brings about results	Rigid negotiator who cannot bring about results
Cooperative when the prospects for achievement are high	Non-cooperative when the prospects of achievement are low
His/her persistence for perfection brings about results	Is tortured by his/her need for perfection and demands perfection by others

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In the case that a large amount of dopamine is stored in the amygdala, traits appear that belong to the Type B. Type B is auditory, processes information successively, and is consequently cautious in action. People who experience dysfunction in both dopamine and serotonin exhibit characteristics that belong to Type C. Type C individuals are kinesthetic, they process information with persistence and attention to detail and persist in achieving their goals (Paschalidis & Stathopoulou, 2012c; Paschalidis, 2014d). The Model introduces what it defines as the “dominant gene” factor, which determines the way each person handles and manages his life and relationships (Paschalidis, 2014e). This also plays significant role in Type-specific characteristics (Paschalidis, 2012a, 2012b & 2012c).

## 2.2.2. The personality and behavior of an entrepreneur based on the Paschalidis Model

Through the Tri-Anthropo-Type Paschalidis Model, entrepreneurs can develop according to the steps below:

1. by recognizing and maximizing their abilities and by acknowledging and overcoming the extremes in their behavior
2. by knowing the personalities and reinforcing the strengths of their employees so that they perform to the maximum even in positions that are not compatible with their Type
3. by knowing which approach and motivation fits each employee, according to his Type
4. by choosing the right people for the right positions
5. by reinforcing teamwork and by establishing a harmonious relationship among employees, the result being increased productivity and improved communication among departments of the company
6. by knowing the Types and weaknesses of their clients and suppliers, the result being better interpersonal relations and more effective cooperation with them
7. by knowing their Type, employees overcome their own weaknesses so that they be happier in their workplace and safeguard themselves against mental and physical disease (Paschalidis, 2014a, 2014c).

According to the Model, the personality traits and the activity of employers are determined by the brain's neurotransmitters (Paschalidis, 2014c). For Type A, serotonin, the neurotransmitter of “action”, plays the most significant role: when it is at low levels in the brain, Type A is fast and effective, while, when at high levels, he is extremely hasty with negative results in his actions.

For Type B, dopamine, the neurotransmitter of “management”, plays the most important role: at low levels, it allows the person to take action, but at high levels it condemns the person to cyclical, repetitive thoughts that force him to delay and postpone his action(s). For Type C, action is determined by the simultaneous function of both serotonin and dopamine. When serotonin and dopamine are in the right and sufficient quantity in the brain, then people have calm, swift and efficient action. When, however, the levels of both these hormones are high, they force the person to impose on those around him, and when people around him cannot perform to his expectations, he rejects them (Paschalidis, 2015).

In Type A entrepreneurs, haste and tension give them agility in overcoming obstacles and make them practical, confident, and perceptive. Their inner tension makes them spontaneous and forces them to quick action and risk-taking. It makes them impatient, quick-tempered, and quick to abandon fruitless endeavors (Paschalidis, 2014c).

Type B entrepreneurs are careful, patient, with great self-control and a great sense of responsibility towards fulfilling their goals, since their brain function directs them to management and elaboration. They are well organized, diplomatic, and capable in their calculations and their programming. Their tendency to worry and fear makes them careful in their actions; that is why they need time in the execution of goals. They never fail in their decisions because they do not engage in dangerous moves (Paschalidis, 2014c). Persistence and passion make Type C entrepreneurs systematic, innovators, hard workers, stubborn, perfectionists. They are distinguished for their ability to materialize goals. They are highly demanding and want to exert influence on those around them. They never abandon a problematic situation (Paschalidis, 2014c).

**Table 4. A-Type employers' actions under normal circumstances and under stress**

<b>A Type employers</b>	
<b>under normal circumstances</b>	<b>in conditions of psychological stress</b>
Very productive in demanding projects Effective in crisis management	By stress induced panic irritable, nervous Ineffective in demanding projects and in crisis management
Quickly take care of pending obligations	Disregard pending obligations
They are practical and execute projects by finding the easiest and fastest solutions	Lightning-fast reactions, cannot think sequentially, make the wrong decisions
Quick and clear thought	Feel they are choking in the workplace
They manage their company calmly, enthusiastically and spontaneously	They are so nervous in their actions that they lose sight of their goal
They invest in secure and productive ventures	Nervousness makes them lose clarity of thought and the vision of where to invest
Have clarity of thought and the readiness to abandon an unprofitable venture	Panic and nervousness lead them to thoughtless actions and finally to failure

**Table 5. B-Type employers' actions under normal circumstances and under stress**

<b>B-Type employers</b>	
<b>under normal circumstances</b>	<b>in conditions of psychological stress</b>
Are productive, manage crisis with discretion and diplomatic deftness	Are extremely cautious and get lost in their thoughts
They can handle difficult situations with meticulousness; they can find solutions	Fear and insecurity lead them to a constant study of obstacles, thus blocking their action
They process data quickly and analytically and then enter into action	They don't overcome obstacles easily
They invest safely in profitable ventures	When faced with a problem, they check constantly all possible solutions and analyze all details, arriving at a solution quite late
Their planning and calculating abilities help them organize quickly and easily their company	Extreme caution and worry, constantly investigate possible dangers and proceed very slowly to the execution of a project
When planning to invest, they have clarity of thought and quickly move through all the details before proceeding.	Lose their managerial abilities because stress leads them to endless and winding thoughts and constant observation. That is why their action is delayed.
Decide to abandon an unprofitable venture after making estimations and calculations	They suffer under the stress of how to best manage their company
The best financial advisors in a company	They always arrive at success exhausted

**Table 6: C-Type employers' action under normal circumstances and under stress**

<b>C Type employers</b>	
<b>under normal circumstances</b>	<b>in conditions of psychological stress</b>
Are the best and most productive employers since they are not deterred by obstacles	Are the toughest and most demanding employers; they impose their rules and demand of others to comply to them
Persist and handle demanding projects successfully; effective in crisis management	Are fighters and tough in highly demanding projects but their obsessiveness prevents them from managing a crisis successfully
See the company's problems and make the necessary changes in order to solve them	Their stubbornness clouds their thinking and makes them "stick" to the problem without being able to see the solution
Complete their projects successfully and organize all their employees	Performance stress makes them "stick" to a problem instead of overcoming it
Try to foresee and overcome all potential impediments on the way to success	Become passionate with their goal and persist in order to conquer it. They make radical changes disregarding consequences
Are exemplary managers of their company: calm, fair, inspiring others to follow their example	Their workplace is a military camp
Can determine profitable companies or stocks and invest in them	Lose their ability to determine where to invest
Can detect obstacles and find solutions so they can salvage an unprofitable venture	Their persistence leads them to take care of everything themselves and at the same time to dominate over their employees so that they work harder
Are the most effective in salvaging companies through their hard work and persistence	Their obsession with detail does not allow them to handle pending matters quickly

### 3. Methodology

The methodology is based on qualitative and quantitative data which were collected in a systematic four-step approach.

**Step 1:** Information about entrepreneurs' business background was collected by conducting individual interviews. The interviews have given special emphasis on the parameters that prompted them to enter the business field. In addition, the basic principles of their personal management philosophy were clarified.

**Step 2:** The "Tri-Anthropo-Type" personality questionnaire was applied to 50 entrepreneurs, members of the Hellenic Business Network (ΕΠΙΔΕ), to identify their Types.

**Step 3:** Having these entrepreneurs and CEOs (wherever the latter existed) attend a three-day seminar conducted by Professor Dr. George Paschalidis who developed the Model, focusing on the application of the Model in a company, for them to learn how to apply the Model to the employees of their business.

**Step 4:** Application of the Model in ten (10) selected businesses—four in Thessaloniki, Greece, four in Athens, Greece, and two in Warsaw, Poland- for one year. Entrepreneurs were trained to identify the Types of their employees by administering questionnaires and conducting interviews, and to apply the Model on the employees. The employers gave new responsibilities and new forms of motivation to their employees based on the traits of their Type. Newly-hired employees were placed in positions that fit their Type. The companies were monitored over one year; advice was periodically given by Prof. Paschalidis and semester reports were written concerning the employees' cooperation and general productivity in combination with the goals the employers had set.

Finally, in-depth structured interviews were conducted with the entrepreneurs, before and after the application of the Model in their companies, focusing on entrepreneurial behavior and motives and on personality characteristics.

#### 4. Results

After systematic codification of the basic concepts of the qualitative data received from the interviews, we continued to a comparative and thematic analysis of these data and finally to their correlation to the data in the Tri-Anthropo-Type Paschalidis Model.

The in-depth interviews as well as the questionnaires showed that 61% of entrepreneurs belonged to Type A, 13% to Type B and 26% to Type C. The qualitative analysis of the interviews showed that during their training in the Paschalidis Model, 96% of Type A entrepreneurs acknowledged that their behavior under conditions of stress was as follows: because of their impatience and temper, they responded to a situation with panic and tension, something that made them ineffective in managing crises and high-demand projects. They easily gave up projects, while they often behaved abruptly and unpredictably towards employees. During the application of the Model, we observed that 93% of Type A employers improved their behavior and became more patient and persistent, learned to control their temper and abrupt behavior. They became more observant, more careful, more effective in crisis management, had the clarity of thought to find solutions to problems, to not give up right away and to control their business moves before taking risks. Moreover, they recognized that when they followed the instructions of the Model and assigned a Type C to oversee their business and a Type B to manage and plan projects, then they had better results in the broader operations of their company. Detailed tables by employer Type with the data collected during the interviews, which relate to the actions of entrepreneurs and managers in calm conditions and under stress, are to be found below.

The qualitative analysis of the interviews has also showed the basic principles of their management style, how they evaluate the employees and if they show confidence. They are usually strict and require that the employees do their work correctly. They give the necessary guidelines and if they are satisfied with the results, they leave space for initiatives.

Few features excerpts from Type A interviews:

##### Life style

*«I differ in persistence and patience from most people. My 'motto' is "I do my best and if it succeeds it's ok, if it does not I do not feel that I have missed something". I am generally an adaptable person; even with the financial crisis I have adjusted, I changed my attitude to life...I like to do things just to satisfy my own people. The whole day, I run and manage lots of things and I love it. I care for my own people & I want to offer to them».*

##### Confidence

*«I have no trouble trusting people in my life, but as I said, I check them. In my business, I must naturally trust my employees. I cannot always control them, but they are judged by the result».*

##### Selection and placement of employees

*«I do not look at the details of the CV. I'm more practical. I expect them to show me their skills in practice».*

##### Management style

*«I'm strict; I want the work to be done as it should. When we drink ouzo, we drink ouzo and when we work, we work. I give guidelines, not orders; I do not like that word. I work in this way, if you like it you can stay, otherwise leave. I don't want to run behind the employees. At first, I give "rights" to my subordinates. If they prove that they can do the job, I let them take the initiative and I expect results».*

Concerning Type B entrepreneurs, 91% of them recognized that their behavior under stress was the one described by the Model: because of their worry and their fear for the result, they dealt with situations overcautiously, lost themselves in the details and the recycling of theories and discussions, and could not solve problematic situations. Fear and insecurity led them to constant review of obstacles, resulting in inaction. They constantly gave advice and instructions to employees and colleagues. They could not fire employees easily. During the application of the Model, we observed that 87% of Type B employees began to get over their stress and overcautiousness, were able to make swifter decisions, to not worry so much about the result and to focus on the target. They started to trust, encourage, and reward their employees more. They also observed that, based on the instructions of the Model, when they entrusted the supervision of projects and employees to a Type C, they felt more secure and limited their own actions to decision-making.

Moreover, when they entrusted the execution of external affairs to a Type A, they noticed that they achieved practical, immediate, and easy solutions. The results are listed more systematically in the tables below. The qualitative analysis of the Type B interviews has showed the following: They are conservative with their business; they act cautiously. They love organizing and choose for themselves the working object that has to do with the daily management. They do not give orders or guidelines, but usually advise their subordinates. They usually prefer to work together with their family members.

Few features excerpts from Type B interviews:

#### **Life style**

*«I get on in my life in line with what I have in my wallet. I do not take dangerous risks; I tend to act cautiously, I like to be on the safe side».*

#### **Confidence**

*«I usually share important things with my family members, mostly with my father. To trust somebody, I need to figure out if he is honest and truthful».*

#### **Selection and placement of employees**

*«I examine in detail a CV. I am interested not only in the formal qualifications. In all CV's, all these details are described in a very good way. I am fairly skeptical about whether these skills listed in the curriculum meet in practice. For me, it is important for a candidate to have good recommendations, not only for his skills but also for his character».*

#### **Management style**

*«I want order and organization to prevail in my workplace. I cannot work in chaotic conditions. We must take into account many parameters to do well our job. We start on Monday with a meeting where I analyze to employees what they should do. During the week, I'm always beside my employees helping them do the job properly».*

Regarding Type C entrepreneurs, 95% of them recognized and acknowledged their behavior under conditions of stress as described in the Model. Because of their persistent behavior, their thought was clouded and made them obsess over problems without being able to arrive at a solution. They were strict with themselves and their perfectionism would not allow them to fail. This resulted into becoming competitive workaholics. They demanded their employees' devotion and adherence to the rules they imposed, as well as hard work to the point that they had huge employee turnover, as they were searching for the best.

During the application of the Model, we observed that 82% of these employers became gradually more flexible and managed to overcome their obsession and their stubbornness. They managed crises swiftly and effectively without getting stuck to a problem, they had the clarity of mind to see obstacles and find solutions and abandon a problematic situation, if necessary. They succeeded in directing and managing calmly and fairly without discrimination. They started to trust their employees more and be less oppressive. They also observed that they had immediate results when they followed the Model and entrusted a Type A to see difficult or problematic situations through in their practical and swift way as well as to deal with public relations, and when they entrusted a Type B with managing and planning financial and other matters. The results are listed more systematically in the tables below.

The qualitative analysis of the interviews of Type C entrepreneurs has showed that they differ widely from the other types. They perceive their lives and their business, as if they were in an ongoing fight. They are innovative and perfectionists, having at the same time high expectations from themselves and the others. They give "injunctions" and impose upon others what they themselves consider to be right. They do not hesitate to deal with several different issues.

Few features excerpts from Type C interviews:

#### **Life style**

*«I believe that nothing has been given me easily in life. For one reason or another, I must always fight for something. One of the positives of my character is that I can resolve any single issue, because I handle it thoroughly and methodically... I can tolerate pressure; I will not leave a problem or a situation giving in to pressure. I can handle and resolve two, three, five situations together...I also like to deal with new, innovative things, even when others consider them to be very difficult».*

### **Confidence**

«I have confidence in my employees, but at the same time I control them, unless I find someone like me, who calculates all parameters. In that case, I control to a lesser extent... In general, any information from suppliers, external collaborators or departments of the business, I need to check and control through thoroughly. I do not leave anything to chance».

### **Selection and placement of employees**

«The staff selection is based on their character rather than their CV. I'm looking for people like me with sense of honor and willingness to learn. I do not mind when mistakes are made, as long as the will is there to correct them. I give them many opportunities. I insist on training them».

### **Management style**

«Generally, whatever I undertake makes me feel stressed, because I have a sense of responsibility. I simultaneously love it, it excites me, and I become stubborn, because I must solve it. I instantly think the information over, I elaborate a plan and try to foresee everything. If I have to deal with a problematic situation, I will try to «customize» it according to my plan. The opinion of others does not affect me at all. I will ask for their advice, but I will do what I thought at first. I make jokes with my subordinates but, when I give a command it must be followed correctly and to the letter».

Regarding the motivation of Type A entrepreneurs, data collected from business backgrounds have shown that it is their need for financial comfort, for freedom of action and expression, and quick development that motivate them. From the structured interviews of the samples, the following results emerged:

- a) 80% of entrepreneurs are materially prosperous, something important for their life styles
- b) The managerial style of 96.7% of Type A entrepreneurs is to focus on the issue at hand, disregarding details
- c) Type A entrepreneurs do not follow the standard working hours, and if necessary they work longer hours or manage the company's public relations
- d) 90% of the sampled entrepreneurs said that they seek out and take advantage of every opportunity, manage many and various companies, and easily trust others to manage their companies. They set short-term goals and abandon problematic ventures easily, because they cannot handle mental pressure when a company does not proceed successfully.

«I became an entrepreneur because I wanted to leave my father's office, not so much for economic reasons but because I wanted my personal freedom in my work place... I want for my children and myself to have the comforts of life, without being obliged to work with relatives in a small family business».

Regarding Type B entrepreneurs, data have shown that they are motivated by the need for financial security and stability, and for recognition and social status. From the interviews, the following emerged:

- a) 97.6% admitted that their fear of failure has led them to conservative business moves, with slow and careful steps. They have intense thinking and doubts that prevent them from undertaking high-risk ventures
- b) 75% of them live simply and conservatively. They make sure they keep a low-profile lifestyle and they ask their family to do the same
- c) 97% of them set realistic and long-term goals, planning meticulously to safeguard the future of the company. These entrepreneurs admitted that this results in them maintaining companies with average financial returns
- d) 76% said that while at the beginning of their careers they took risks and invested more, as soon as they secured the prosperity of their families, they became conservative and did not seek to expand their businesses taking new risks.

«It motivated me the fact that I wanted to ensure the financial needs of my family. I also like to communicate with people and to serve them».

As for Type C entrepreneurs, the study has shown that they are motivated by the need for financial success, for authority over others, for recognition and glory. From the structured interviews and business background analysis, the following emerged:

- a) 97% of Type C entrepreneurs tend to set difficult long-term goals and to invest in ventures that seem difficult or even impossible
- b) 93% of them invest in glamorous public relations

- c) 98% do not measure the effectiveness of a company on the basis of the budget but on the basis of the company's image
- d) 96.8% of them seek the new and the cutting-edge and risk to achieve it
- e) 98.2% want to be at the top

*«An incentive effect to become an entrepreneur was my desire to exercise command. My father's company passed easily to me, because I had done the right studies».*

In those businesses that applied the Model, 86% of the entrepreneurs reported that knowing the Types of their employees and managing them according to their Type (including the motivation that each Type needs according to the Model) resulted in significant increase in productivity, up to 50% in some cases; cooperation among employees improved; production lead time was reduced. All this resulted in increase of orders.

### **Conclusions**

The results of the study have shown that the Tri-Anthropo-Type Paschalidis Model is an invaluable tool for entrepreneurs and CEOs as it opens the path to self-knowledge and personal development and enables them to identify the reasons behind their business behavior and motivation. It has emerged that Type A is motivated by business opportunities, aiming at easy profit; Type B is motivated by the necessity to achieve security and stability; and Type C is motivated by the necessity to excel, is innovative and does not follow the beaten track. The study has shown that, as the Model supports, each Type develops different temperament, abilities, and weaknesses as the part of the brain with which each Type functions forces him/her to behave differently.

Consequently, the Type A entrepreneur has a leader's temperament; the Type B has managerial (organizational) abilities; and the Type C is performance and goal oriented. Yet, the study and the Model have shown that the Type of each entrepreneur (bound until now to specific behaviors and actions) is not a limiting factor anymore: by knowing their Types, they minimize their weaknesses, they reinforce their strengths, and they adopt the strong and positive qualities of the other two Types. Thus, they develop a unique and complete personality and are able to lead their companies without stress. According to the Model, a successful company must incorporate people of all three Types in positions and roles in which each Type can use their strengths to the maximum.

At the same time, the study has shown that by using the Model, entrepreneurs can identify quickly and clearly the behaviors of their employees to forestall any mental or physical disease, as their employees are happy in their workplace. Similarly, the relationship and cooperation among entrepreneurs, stakeholders and employees improved and became productive and harmonious. The Model shapes a new company culture in terms of behavior and operation. It reinforces the brand of the companies, so that they be more attractive to the employees. Compared to other models, it gives a company a competitive edge and secures for employers the best possible distribution of responsibilities and projects.

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