E2Talent®
Entrepreneurship competencies team assessment for start-ups
Lower the risk of investing

A start-up’s success – or failure – depends on its people and their entrepreneurial skills

InnoEnergy and ESADE Business School’s Leadership Development Research Center have joined forces to bring you E2Talent®, a tool that measures the individual and team competencies that have been identified in successful entrepreneurs and teams.

E2Talent® is based on the work of renowned entrepreneurship experts Richard Boyatzis, Robert Emmerling, and Joan Manuel Batista-Foguet.

It is founded on competences identified in their research together with extensive input from the industry, proven to predict the success of a start-up. Among the 18 different distinct skills assessed we find achievement orientation, adaptability or the capacity to identify opportunities.
E2Talent® is for

Investors: ventures capital companies, business angels and corporate ventures.
Business incubators and accelerators.
Government agencies and programmes to support entrepreneurship.
Universities and research centres with acceleration programmes for student/researcher-founded start-ups.
HR consultants that assess entrepreneurs and entrepreneurial teams.

E2Talent® can be used for

Selection purposes: it supports decision making when selecting start-ups.
Competencies development: The tools can be used for building a competencies' improvement plan for entrepreneurs.
Continuous evaluation process: The tools can be used to track entrepreneurs competencies' improvement in time.

“As a manager it gives me freedom, guidance and concrete hints on how to improve and organise my team, how to delegate their responsibilities.”

Manfred Stefener, CEO, Elcore, Fuel cells, a company screened in the framework of a due diligence for a VC
E2Talent® Tools

Individual competency assessment

**Biographical survey:** factual questions about the entrepreneur’s education, experience, and activities.

**Profile survey:** questions about the entrepreneur’s views about himself/herself and the world around him/her.

**In-basket simulation:** a day in the life of a fictional entrepreneur; measures the competencies critical to effective performance starting and growing a business.

**Semi-structured interview:** entrepreneurship competencies to be evaluated during a Critical Incident Interview.

Team competency assessment

**Team leadership survey:** social network analysis to better understand the dynamics of leadership within the team (each entrepreneur answers questions as they relate to specific team members).

**Team simulation:** recorded exercise where the entrepreneurial team has to solve a problem; helps measure the competencies of shared leadership, team management, conflict management, and teamwork.

“After our E2Talent® assessment, we knew exactly where we needed to improve. Targeted coaching sessions led by experts helped us make progress in both sales and marketing and management. A solid team is based on the right balance between strengths and weaknesses. Individual efforts must be effectively coordinated to lead everyone towards a common goal.”

Joan Miquel Anglès, Business Development Manager at Nnergix, Startup supported by InnoEnergy
A new standard for human resources due diligence for early start-ups.

**Rigorous.** E2Talent® was developed using a rigorous research protocol to identify the characteristics of successful entrepreneurs and pinpoint how they are different from unsuccessful entrepreneurs and people who are not entrepreneurs.

**Robust.** E2Talent® measurements are taken using three different instruments: biographical and personality questionnaires; an online in-basket job simulation; and a structured interview. The data are then cross-validated for particularly robust results. **For individuals and teams.** E2Talent® can be used to assess several aspects of team dynamics identified as crucial to the development of a start-up:

- Complementarity of skills within a team
- Missing competencies within the team
- Incompatible team members
- Uncoachable team/individuals

The results can then be used to build a competency development plan.

“We were very impressed with the methodology and especially the results. We have been searching for such a tool since we started in 2000 and are convinced we found a great solution.”

**Gina Domanig,** Managing partner, Emerald Ventures
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InnoEnergy is a European company for innovation, business creation, and education in sustainable energy. Founded in 2010 by a world-class alliance of European energy-sector stakeholders, InnoEnergy supports high-potential startups and invests in technological innovations to secure Europe’s competitiveness on the global sustainable energy market. With headquarters in the Netherlands, the company boasts a network of offices located in Benelux, Germany, Spain, Portugal, Poland, Sweden, and France. InnoEnergy is financed in part by the European Institute of Innovation and Technology (EIT).

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