

Entrepreneurial to Professional

Key Results Area	Entrepreneurial Management	Professional Management
Profit	Profit as a by-product	Profit orientation; profit as an explicit goal
Planning	Informal, ad hoc planning	Formal, systematic planning: Strategic, Operational, Contingency
Organization	Informal structure with overlapping and/or underdefined responsibilities	Formal, explicit role descriptions that are mutually exclusive
Control	Partial, ad hoc control, seldom with formal measures, evaluation	Formal planned system of org control: Objectives, measures, evaluation, rewards
Management Development	Ad hoc, primarily on the job training	Planned: Requirements identified, programs designed
Budgeting	Budgets not explicit; little follow up on variances	Management by standards and variances
Innovation	Orientation toward major innovations; major risks taken	Innovation orientation to incremental, calculated risks taken
Leadership	Personal - Varies from directive to laissez – faire	Consultative, participative, servant leadership
Culture	Loosely defined, “family” oriented culture	Well defined; intentional, performance oriented