

"A MUST-READ!"

—Steve Blank, father of the Lean Startup movement
and coauthor, *The Startup Owner's Manual*

**How Builder Personality
Shapes Your Business,
Your Team, and
Your Ability to Win**

BUILT FOR

GROWTH

CHRIS KUENNE | JOHN DANNER

HARVARD BUSINESS REVIEW PRESS

**How Builder Personality
Shapes Your Business,
Your Team, and
Your Ability to Win**

BUILT FOR

GROWTH

TRƯỜNG ĐẠI HỌC CÔNG NGHỆ VÀ MÔI
TRƯỜNG TẬP THỂ THƯ VIỆN
07 - 07
05569

CHRIS KUENNE AND JOHN DANNER

HARVARD BUSINESS REVIEW PRESS
BOSTON, MASSACHUSETTS



GIFT OF THE ASIA FOUNDATION
NOT FOR RE-SALE

QUÀ TẶNG CỦA QUỸ CHÂU Á
KHÔNG ĐƯỢC BÁN LẠI

HBR Press Quantity Sales Discounts

Harvard Business Review Press titles are available at significant quantity discounts when purchased in bulk for client gifts, sales promotions, and premiums. Special editions, including books with corporate logos, customized covers, and letters from the company or CEO printed in the front matter, as well as excerpts of existing books, can also be created in large quantities for special needs.

For details and discount information for both print and ebook formats, contact booksales@harvardbusiness.org, tel. 800-988-0886, or www.hbr.org/bulksales.

Copyright 2017 Harvard Business Publishing Corporation

All rights reserved

Printed in the United States of America

10 9 8 7 6 5 4 3 2 1

No part of this publication may be reproduced, stored in or introduced into a retrieval system, or transmitted, in any form, or by any means (electronic, mechanical, photocopying, recording, or otherwise), without the prior permission of the publisher. Requests for permission should be directed to permissions@hbsp.harvard.edu, or mailed to Permissions, Harvard Business School Publishing, 60 Harvard Way, Boston, Massachusetts 02163.

The web addresses referenced in this book were live and correct at the time of the book's publication but may be subject to change.

Library of Congress Cataloging-in-Publication Data

Names: Kuenne, Chris, author. | Danner, John, author.

Title: Built for growth : how builder personality shapes your business, your team, and your ability to win / Chris Kuenne and John Danner.

Description: Boston, Massachusetts: Harvard Business Review Press, [2017]

Identifiers: LCCN 2016052190 | ISBN 9781633692763 (hardcover: alk. paper)

Subjects: LCSH: Businesspeople—Psychology. | Success in business. | Industrial management.

Classification: LCC BF637.S8 K84 2017 | DDC 658.4/092—dc23 LC record available at <https://lcn.loc.gov/2016052190>

ISBN: 9781633692763

eISBN: 9781633692770

The paper used in this publication meets the requirements of the American National Standard for Permanence of Paper for Publications and Documents in Libraries and Archives Z39.48-1992

To my sons, Peter, William, and Matthew, in the hope they will find their own building métiers, and to my daughter, Olivia, a painter of rainbows, whose memory inspires all that I seek to build.

—Chris

To Eliot, Chris, and Will, whose growth is a source of continuing joy, discovery, and pride for their mother and me.

—John

Contents

- 1 BUILDER PERSONALITY** 1
The Essential Force for Growth

PART ONE. THE BUILDERS OF GROWTH

How Drivers, Explorers, Crusaders, and Captains Build Differently

- 2 THE DRIVER** 28
Relentless, Commercially Focused, and Highly Confident
- 3 THE EXPLORER** 58
Curious, Systems-Centric, and Dispassionate
- 4 THE CRUSADER** 88
Audacious, Mission-Inspired, and Compassionate
- 5 THE CAPTAIN** 118
Pragmatic, Team-Enabling, and Direct

PART TWO. ASSEMBLING YOUR BEST CREWS FOR GROWTH

Finding Those Who Best Leverage Your Builder Personality

- 6 PARTNERING WITH COBUILDERS** 153
Choosing Collaborators Who Fit You Best

CONTENTS

- 7 RECRUITING YOUR INSIDE TEAM** 175
Selecting the People Who Work Best with You
- 8 ATTRACTING YOUR BEST FINANCIAL SPONSORS** 187
Powering Vision with the Right Capital

PART THREE. BECOMING THE BEST BUILDER YOU CAN BE

Strategies for Enhancing Your Impact

- 9 EXPANDING YOUR REPERTOIRE** 211
Growing Beyond the Limits of Your Own Personality

- APPENDIX A. OUR RESEARCH METHODOLOGY** 231
How We Decoded the Secrets of Entrepreneurial Builders

- APPENDIX B. BUILDER ARCHETYPES** 243
Response Patterns for Each Builder Type

- Notes 249
- Index 255
- Acknowledgments 263
- About the Authors 267