



## Stanford eCorner

### Know Your Strengths

William Hagstrom, *Crescendo Bioscience*

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Video URL: <http://ecorner.stanford.edu/videos/2389/Know-Your-Strengths>

How do I think of myself as an entrepreneur?" asks William Hagstrom, CEO of Crescendo Bioscience. As someone who has studied Myers-Briggs personality types, he describes himself as INTP and as someone who is fairly intense and analytical. He also tests high in vision, deliberation and innovation. "It's important to know yourself," he says, "you can't force a style that doesn't work for you." With all this being said, Hagstrom adds, "it's not just about your strengths but also about your passion."



#### Transcript

So, how did I get up to speed as an entrepreneur? I know I think of myself as a leader. So, how do I think of myself? There are a number of ways that you can better understand your strengths and your skills. And I would like to have cover that and I did. So, there's these things like Myers Briggs. So, I study Myers Briggs and so I'm more of an INTP. So, I'm fairly intense. I'm more analytical. I'm more inward. I love to think about a wide range of different possibilities. That's part of my makeup.

You can do something like strengths finders. And so there, I would test high in vision, strategy, analysis, innovation and deliberation. So, there's a series of things that you can do but it's really important to know yourself because you can't force a style that doesn't work for you. And there is no one size fits all. So, I then try to accent the skill and strategy vision global thinking, how something might work, how the pieces fit together. I also am told I'm reasonably good at building team. So, I try to focus on building team with the best possible talent I can. And now it's set direction and empower them and make sure that they have all what they need to be as successful as possible. And of course, correct were necessary. But knowing yourself, knowing your strengths, knowing your skills, complimenting really important.

I would say, it's not just your strengths, it's your passion. There's something you would just love. I love innovation. So, if I'm not given a chance to innovate every now and again, I'm not going to be as happy. There's also that part of Mark Buckingham's work that talks about knowing your strength and how do you live, how do you look at time blocks and how much of the time we're actually living to what you're really good at. I think I guess the last thing I would say, is that at a certain point, you realize that I may never be good in a particular area and I could try to keep getting better there but I might be better off just saying, I need a person that can do that really well because that's there strength so I can just focus on what I'm best at.