

Business

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Higher Level

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Enterprise



BUSINESS

CHAPTER 4

**UNIT 2 –
QUESTION 4**

ENTERPRISE

Enterprise Definitions

- **Enterprise / Entrepreneurship** – Individuals who take **uninsurable risks** to establish, organise and run a business effectively are known as entrepreneurs.
- Enterprise concerns any attempt to do something **creative / innovative** and to produce **something new** and challenging, **with the risk of failure, to achieve a goal.**
- The **reward for entrepreneurship is profit** for all their drive, effort, commitment and risk taking (Loss is the risk). For example, **James Dyson** set up Dyson Appliances to manufacture newer more efficient types of vacuum cleaner.
- **Intrapreneurs** – Are **employees who work within the business**, who use their **creativity** and **initiative to think like entrepreneurs for the benefit** of the business by **turning their ideas** into **profitable activities.**
- The staff takes **personal responsibility** and using their abilities find new methods to **expand the firm**, ways to increase efficiency to reduce costs and try to improve the businesses product without the financial risk. It is an essential form of **upward communication** between management and staff in a modern business.

Enterprise

James Dyson Story

James Dyson

James Dyson created Dyson Appliances. He got the idea while working on the Saturday chores at home.

He noticed that the traditional vacuum cleaners, with a bag, were flawed and that as the bag filled, the performance of the vacuum cleaner diminished.

At work, using a machine called a Cyclone (Paint Dust Extractor), he perceived the machine functioned like a vacuum cleaner, but without the bag and the diminishing performance.

Using this insight and after 5126 prototypes, Dyson developed and patented the Dyson bag less vacuum cleaner and entered commercial production.

What is Enterprise

- In the story of James Dyson we can see the enterprise in action.
- Enterprise focuses on individual being **creative** and spotting ideas and opportunities for new businesses ventures or products to fulfil a gap in the market place. Dyson spots the flaw in the tradition vacuum cleaner and the solution to the problem.
- Enterprise also needs the individual to be **decisive** and **take a risk** to set up the business. Dyson took a risk setting up his business as initially his only backer was his wife and her salary. Later Japanese investors backed his first vacuum cleaner the **G – Force**.
- Enterprise requires **optimism, self belief and persistence**. Dyson demonstrates these key requirements as he developed 5126 prototypes always believing he could attain he goal of developing the prefect model.
- Enterprise is fuelled by **self motivated** individuals who gain great rewards for their time and commitment to their dreams. Dyson’s reward is **profit**, as he successfully expands his brand and product range throughout the globe.

Enterprise in Action

- **Enterprise in the Family**

- A man or a woman may show enterprise by making a considered decision to return to college to gain new qualifications so they can become an accountant to improve their standard of living.

- **Enterprise in a School**

- A teacher may creatively exhibit enterprise by setting up a school tuck run by the schools business student to help them gain practically business experience.

- **Enterprise in the Local Community**

- The local town committee may demonstrate enterprise by making a decision to enter the town in the tidy town's competition. Winning the competition will bring an influx of tourist to the town, injecting money into the local economy and creating local jobs.

- **Enterprise in Public Life / Government**

- The government demonstrates enterprise as it decides to set up semi state bodies to achieve its economic and social aims. The setting up of ESB has created jobs and provided the power behind the countries economic growth.

- **Enterprise in Business**

- The Entrepreneur is taking the initiative, to set up a business, so they can achieve a goal.
- The Entrepreneur spots an opportunity and takes a risk (enterprise) and combines the other factors of production, land, labour, and capital, to create a business to produce a good/service, to achieve a goal.

Moya Doherty is a Dublin-raised Irish entrepreneur and the producer and co-founder of Riverdance, the worldwide acclaimed theatrical phenomenon, which premiered in Dublin's Point Theatre in February 1995.

It previously made an appearance during the interval of the 1994 Eurovision Song Contest in Dublin.

Entrepreneurs

Eddie Jordan – Jordan Grand Prix

Padraig o Ceidigh – Aer Arann

Geoff Read – Ballygowan Ltd

Bill Gates – Microsoft Plc

Richard Brierley – Fiacla Ltd.

Anita Roddick – Body Shop Franchise.

Gillian Bowler – Budget Travel.

Read about these entrepreneurs life stories and detect them using their innate characteristics and skills throughout their lives.

Enterprise

□ Enterprise / Entrepreneurship

- Individuals who take **uninsurable risks** to establish, organise and run a business effectively are known as entrepreneurs.
- Enterprise concerns any attempt to do something **creative / innovative** and to produce **something new** and challenging, **with the risk of failure, to achieve a goal.**
- For example, **James Dyson** set up Dyson Appliances to manufacture newer more efficient types of vacuum cleaner.
- The **reward for entrepreneurship is profit** for all their drive, effort, commitment and risk taking (Loss is the risk).



- Entrepreneurship is the process of **combining the factors of production, land, labour and capital to form an enterprise** that produces goods or services to satisfy the needs of a target market.

Land


Enterprise ⇒ Labour ⇒ Business ⇒ Goods / Services ⇒ Satisfy the Consumer



Capital


Characteristics of Entrepreneurs



□ **Characteristic**

- Is a **trait or attribute that an individual possesses**, such as tidiness or impatience and they tend to be innate.
- A **person is born** with their characteristics, they are not learnt. Entrepreneur are born with the following mix of successful traits.

Creative	<p>Entrepreneurs are inventive and develop new ideas or new methods of doing things. They spot flaws in existing product and produce newer more efficient prototypes / models, (“they build better mouse traps”).</p> <p>James Dyson has invented an improved version of the traditional hand dryer, the Dyson Airblade Fast Hygienic hand dryer, which dries your hands in 10 seconds and is 4 times more energy efficient than traditional hand dryers.</p> <p>Their imagination enables them to spot new opportunities and expand their product portfolio as they continually launch new products / services onto the market.</p>
Risk Taking	<p>They are not phased by financial loss or damage to their reputation. They have no fear of failing.</p> <p>Irish Dragon Gavin Duffy took a risk at the age of 18 and he set up a local radio station employing 20 people.</p> <p>In 1989 he again took a risk and set up the country's first licensed provincial local radio station, LMFM.</p> <p>They take the risk to establish an enterprise and become entrepreneurs and make a profit.</p> <div style="text-align: right; margin-top: 10px;">  </div>

<p>Decisiveness / Initiative</p>	<p>They take the initiative and make quick and clear decisions. They possess the ability to sum up a problem quickly (analytical powers) and make a successful decision to achieve the best solution.</p> <p>Moya Doherty is a Dublin-raised Irish entrepreneur and the producer and co-founder of Riverdance, the worldwide acclaimed theatrical phenomenon, and famously took the initiative and made the decision to premiere the show in Dublin's Point Theatre in February 1995 during the Eurovision song contest.</p> <p>The international audience ensured Moya of a global market for a previously domestic product (Irish dancing). She also made the decision to hire the gifted dancers Jean Butler and Michael Flatley to ensure the quality level of her product.</p> <p>They will take responsibility and hold themselves accountable for bad decision (do not blame others) helping to gain the respect and loyalty of their workers.</p> 
<p>Independent / Control</p>	<p>A desire to be their own boss and to be self – reliant. They need to be in control of all situations and do not like working for other people. There is a “Keeness to work for themselves”.</p> <p>From a young age, Irish Dragon Bobby Keer got the business bug and a desire to be his own boss while helping his father run the 4 star Newpark Hotel in Kilkenny. In 1999, Bobby set up PERK coffee shops in Dublin, before selling the brand to Insomnia.</p> <p>This control self actualises their behaviour, motivating them to the highest levels of performance as they build up their business.</p> 

<p>Optimistic / Realism</p>	<p>Belief that their work / venture will be a success. They choose realistic goals and never try to achieve the impossible so their plans are always achievable (SMART).</p> <p>James Dyson went through 5126 prototypes before a perfect model was achieved, but he never gave up as optimistically he always knew he could achieve his realistic goal.</p> <p>They are very honest with themselves and even known when they have to ask another expert for help to a problem they can not solve for the benefit of their firm.</p> 
<p>Self – Motivated (Need to Achieve)</p>	<p>They are self – starters with a strong inner drive to achieve and be successful. They are not lazy; they have a “get up and go” attitude.</p> <p>Richard Branson the entrepreneur behind the Virgin Group has throughout his career exhibited the highest levels of motivation, as he self actualised and moved his empire energetically into new ventures, such as transport, electronics, entertainment and the food sector in his quest to ensure his firm becomes a leading global player.</p> <p>They are hard working and do not give up, when faced by difficult decisions or obstacles, as they work long hours to find solutions to these obstacles and ensure their businesses survival.</p>

<p>Persistence / Resilience</p>	<p>They are persistent and do not give up easily, as they know disappointments and set – backs occur regularly on the road to success.</p> <p>Caleb Bradham went bankrupt 3 times before Pepsi Co. became successful, vividly illustrating the persistence of the greatest entrepreneurs.</p> <p>Failure leads to a confident determination to learn from mistakes and ensure success in their next venture. Failure is seen as part of the learning process.</p> 
<p>Confidence / Self Belief</p>	<p>Confidence is a clear entrepreneurial characteristic, as they have total faith their ideas and confidently turn them into a reality.</p> <p>Charles O’Neill had the confidence to set up O’Neills sportswear in Dublin in 1918. They started out making footballs and sliotars but confidently expanded into GAA clothing in 1955.</p> <p>They have a high self belief in their ability and confidently expand their business into new markets reducing dependency on traditional markets.</p>
<p>Pro – Active</p>	<p>Entrepreneurs are proactive as they are prepared to initiate actions, before or without waiting for others.</p> <p>Anita Roddick was proactive as she showed ethical leadership and drive by establishing her firm the Body Shop as a cosmetic firm that chose not to test their products on animals.</p> <p>Successful entrepreneurs are never reactive and do not wait for others to make the first move, then follows. The spot the opportunity first and gain the competitive advantage.</p> 

**Flexible / Customer
Focus**

Entrepreneurs possess the ability to **adapt their business model** to suit the changing needs of their customers.

Steve Jobs whose passion for perfection, ferocious drive and flexibility enabled him to revolutionized six industries, **personal computers, animated movies, music, phones, tablet computing, and digital publishing by always focusing on the consumers current and future needs.**

The entrepreneur realises that their product is in decline and **they need to develop a newer version** to suit their customers new requirements.



3 Key Verbs

In groups and using the risk taking characteristics of an entrepreneur do the following.

1) Illustrate a characteristic of an entrepreneur? (Illustrate means give an example – So explain risk taking and give an example – 2 sentences)

2) Analyse a characteristic of an entrepreneur? (Analyse through an advantage or disadvantage associated with the characteristic – So explain risk taking and give an advantage – 2 sentences)

3) Evaluate a characteristic of an entrepreneur? (Evaluate means give your opinion so use an advantage or disadvantage as your opinion, but start the second sentence with I feel or In my opinion – So explain risk taking and give an advantage as your opinion – 2 sentences)

Apply Your Knowledge

Read the passage below and spot the 3 of the following entrepreneurial characteristics of creativity, risk taking, decisiveness, self belief and self motivation?

Renew Monaghan Town

The people of Monaghan have come together to establish a Renew Monaghan Campaign. The recession has meant high unemployment which has resulted in many business closures.

They have set up the Monaghan Rural Partnership organisation.

They have decided to develop the regions natural resources as the locals have spotted the opportunity to make better use of the district lakes and the local walking trails to attract tourists.

They have formed a committee, led by Clare McKenna and Secretary Barry Traynor to plan the campaign. They are determined to lead the recovery of their town and attract more business and tourism to the area.

The committee are fully energised and committed to the task and have fully confidence in their ability to bring prosperity back to their region.

Apply Your Knowledge

Read the passage below and illustrate the entrepreneurial characteristics shown by Ben Kelly?

Light Ltd

Ben Kelly is the main shareholder in a busy electrical company and had always wanted to be his own boss.

Ben has been working as an electrician when he realised that the construction was changing and that subcontracting of specific areas of work would become the norm and confidently he decided to exploit this gap in the market.

He decided to set up Light Ltd., to provided electrical services in 2015.

He was very flexible with customers and was willing to work late at the weekends.

Ben's belief in his idea was quickly rewarded as his firm was so successful that he soon had to take on employees to meet the demand.

The key to Ben's success was being customer focus and anticipating changes in the market place before his rivals.

Dyson's New Products



Apple Products



Entrepreneurial Skills

Steve Jobs

Steve Job, on a tour of the Xerox research lab saw a graphic user interface (an operating system) and a mouse for the first time. He immediately **spotted the opportunity** to replace the computer programming of the day with icons and a mouse so customers could simply point and click to operate their personal computer and would not need a level of computer programming to use their computers effectively.

Steve Jobs, seeing the popularity of the digital music file sharing service Napster, set about reorienting Apple towards the goal of downloading and listening to MP3 music files, and **with this plan iTunes** was born.

In March 2001, **Steve Jobs lead apple into a new phase** when he started a crash development program to develop an Apple-branded MP3 player before that year's holiday season: the **iPod was born**. On October 23, 2001, he introduced this cute white digital device to a small group of journalists in the company's campus auditorium. The tagline was '1,000 songs in your pocket', and there was great emphasis on its symbiosis with the **iTunes app**.

It was **iPod that revealed the future of Apple**, not only as a PC manufacturer, but as a consumer electronics powerhouse

Steve Jobs now healed a rift between Apple and Disney by making a phone call to Disney CEO Bob Iger. Iger was willing to show Jobs his good will and Jobs formed an alliance with Disney and **took the opportunity to pitch Disney his new Apple plan**. He wanted to introduce an iPod with video capabilities soon, and he wanted a movie store to go along with it. Iger accepted, and both men appeared on stage in October to announce that Disney would sell music videos and TV shows on iTunes.

In June 2005 Jobs made a surprise announcement that after over a decade using the PowerPC microprocessor architecture in Macs, **Apple would start using the more power-efficient Intel platform**. That move to Intel was a pretty bold, but in the long run turned out to be another wise decision, as not only did **it make Macs more efficient but it paved the way for the super slim MacBook Air notebooks**.

The original iPhone was successful already: Apple sold 6 million of them during its existence. But sales really started to skyrocket in 2008, after **Apple introduced the cheaper iPhone 3G and the App Store**.

It is impossible to overestimate the impact of the **iPhone App Store**, which ushered in a new era in mobile software. **Thousands of developers started writing apps for the iPhone platform, which became a competitive advantage for Apple that no other company has been able to catch up with to this day**.

Entrepreneurial Skills

Highlighting areas of Steve Jobs life, we can see the entrepreneurial skills in action.

Jobs saw the opportunity of adapting icons and a mouse technology to make his Mac's more consumer friendly, a skill known as **Reality Perception**.

His **Planning Skills** are evident as he moved Apple into the digital music sector with iTunes.

Human Relations Skills are evident as he heals the rift between Disney and Apple.

His **Decision Making Skills** are clear when he decided to use the Intel processor to improve the efficiency of the Apple products.

At each stage Steve Jobs is successfully Leading Apples successfully into new market opportunities, and is always relying on his own skill, talent and inner drive to achieve his goals. This demonstrates his **Leadership Skills and Inner Control**.

□ Skill

- **Is something the individual learns and is a discipline they are an expert in or a field of expertise they have become accomplished in.**
- **Dyson** exhibited planning skills by producing his vacuum cleaner in a radically different style and colour, than his competitors, to **ensure success and a USP**.

With each skill we must learn 5 examples of them in action. The examiner has asked questions relating separately to different examples in different years.

1) Decision Making Skills

□ Considered Decision Making

- A successful entrepreneur makes good decisions. He/she **has learnt to** analyse the problem they face in detail.
- They will **formulate several options or courses of action**, available to them to solve the problem they face **and then they will evaluate their selected options pro's and cons and select the best option/course of action to solve the problem.**
- After the problem is resolved the entrepreneur **will evaluate was the course of action chosen the most effective method to deal with the issue** he/she faced.
- **This will ensure the effectiveness of the decision for the benefit of the firm so goals are achieved.**
- **Steve Jobs** made the considered decision to use Intel processors to improve the efficiency of his Apple products.

If the entrepreneur needs to purchase a fleet of company cars, he / she will evaluate the sources of finance available to them and the advantages and disadvantages of the three main options (bank loan, leasing, and hire purchase).

Once the options have been considered the entrepreneur will make an effective decision and choose the best option (leasing) to resolve the issue.

<p>Good Decision Making Styles</p>	<p>1) Delayer – He/She will wait as long as possible gathering facts and information before making a decision.</p> <p>2) Intuitive – Decisions based on a good gut feeling. Entrepreneur use a combination of delayer and intuitive styles to make a good decision.</p>
<p>Poor Decision Making Styles</p>	<p>1) Impulsive – He/She makes decisions rashly, without analysing all the facts.</p> <p>2) Dependent – He/She can never make a decision and waits for others to make the decision for them.</p>

Decision Making Skills in Action	
Personal Life / Home	A man or a woman may show enterprise by making a considered decision to return to college to gain new qualifications so they can become an accountant.
	He/she will study and evaluate the different business courses and colleges available to them and then decide the best option route / college to go to, to achieve their goal.
School	A business teacher shows entrepreneurial skill of decision making by setting up a school tuck shop to generate money for charity.
	The effective decision to make it a fruit tuck shop will also help to improve the diet of the students. The decision to establish the tuck shop is also an effective decision as the business students will gain the practical experience of establishing and running an enterprise.
Local Community	The community will show enterprise by making the decision to enter the national tidy town's competition. It will make the decisions to establish a committee to organise the town's resources effectively and decide a role for every member of the community, such as painting and flower arranging to win the contest.
	Decision making skills will be used to formulate and evaluate all the possible options available to the town to ensure success.
Public Life	The Government showed enterprise by making the decision to establish the ESB to provide electricity to the nation.
	The decision was made to set it up ESB as a semi state body to ensure no private monopolies could fill the gap and exploit Irish consumers.

Business	<p>James Dyson showed entrepreneurial skill when he made the decision to leave his family business and establish Dyson Appliances.</p> <p>He made the effective decision to establish his firm as a private limited company to reduce the risks he faced.</p>
	<p>He made the decision to have a new design in his models and use bright colours to differentiate his vacuum cleaner from the competition and to increase their visibility in the retailers shop.</p>


2) Human Relations / Networking

□ Human Relations / Networking

- Entrepreneurs possess or have learnt **excellent interpersonal skills**, and have a great ability to relate to other people (good motivators).
- **They listen** to people in the market place and from this **feedback** they make changes to their products so customers changing needs are satisfied and through listening to the market and **writing down** their insights entrepreneurs identify new opportunities.
- They are often **charismatic and enjoy a good personality** enabling them to be **good communicators**, helping them to **acquire finance from investors, grants from government** and be to **excellent communicators** to their employees as they direct the staff effectively so goals are achieved.
- **Steve Jobs showed Human Relations Skills** as he healed the rift between Disney and Apple

Networking – They related well to other influential stakeholders and **through networking building up a powerful support network for the business.**

This is the **building up of contacts or a support framework** of influential people (local community, government, suppliers, solicitors, accountants, clients), so to help the business, gather valuable information and acquire clients.

Human Relations Skills in Action	
Personal Life / Home	The man or woman shows enterprising skill of human relations / networking in their personal life they persuading their employer to allow them time off to sit exams.
	Networking is evident as the man or woman persuades the bank manager to give then a loan to pay for the fees of the accounting course.
School	The business teacher shows human relations skills by using his/her network of business contact in the catering industry to get the fruit at cost price to help increase the profit for the tuck shop and charity.
	The business teacher also uses his/her networking skills by getting business contacts to sponsor the school tuck school to increase its revenue.
	The teacher also should his human relations skill by getting feedback from the student and making effective changes based on this feedback to improve the tuck shop project.
Public Life / Government	The Government shows the entrepreneurial skill of human relations by negotiating with suppliers the price of oil to ensure the competitiveness the ESB stations.
	The government also uses feedback from customers to improve the service ESB provides customers.
	
Local Community	Human relations skills will be used to explain to the people of the town their individual roles and the entrepreneur will ensure the town folk will listen and write down their tasks.
	Feedback will help to identify problems to be eliminated and strengths to be used to win the contest.
	Finance and grants maybe obtained through networking with local business or Government Departments, to assist with project to improve the town's beauty.

Business	James Dyson showed networking skills by establishing numerous business networks for Dyson Appliances such as suppliers and clients such a large department and electrical stores to sell his new invention.
	He also showed networking skills by acquiring finance from his bank manager and persuading government agencies to give him research grants.
	Feedback from the market helped him to ensure his new vacuum cleaner was the correct product, at the right price and promoted correctly to satisfy the market needs.


3) Planning Skills / Time Management


□ Planning Skills

- Entrepreneurs have learnt the skill of planning.
- They set out their own **long term strategic goals** (these must be effective) and **then plan their short term**, day to day tactical plans (these must be efficient) to ensure their goals are achieved.
- They will conduct a **SWOT test** to ensure the plan is effective and that it is flexible and capable of change so it can deal with unforeseen threat, like a recession, ensuring the plan will not fail.
- Entrepreneurs plan and **organise their time effectively**, to ensure no time is wasted and all goal are achieve in the allocated time available to them. Time management is a vital technique **to reduce modern stress levels**.
- **Steve Jobs demonstrates Planning Skills** as he moved Apple into the digital music sector with iTunes.

Entrepreneurs have learned that the skill of effective planning is the key to success, “**fail to plan, plan to fail**”.

Planning Skills in Action

Personal Life / Home	<p>The man/woman will demonstrate the entrepreneurial skill of planning by setting the goal of an A grade for each exam they sit.</p> <p>To achieve this grade the man/woman will set the strategic plan of covering 20 chapters in 10 weeks to be prepared.</p> <p>Then he/she will plan their weekly time table of study and allocate which to 2 chapters they will study each week and plan to set aside time for studying them (tactical plans)</p>
	

School	The business teacher will show the entrepreneurial skill of planning as he plans tactical plans such as the student rota and the float for the tuck shop.
	The students will take stock takes and plan the amount of stock they need to order and the strategic plan of setting a target to be raised for the charity will be established.
	
Local Community	Tactical plans will be used by the community plan the purchasing of flowers, cleaning the streets and parks, painting buildings and to set up nice tourist attractions (picnic bench areas).
	SWOT tests will be used and contingency plans developed to deal with emergencies to ensure success.
Public Life / Government	The Government is demonstrating its long term planning skills by planning which sections of ESB to sell to help raise finance for the state.
	The government shows its day to day plans within ESB by establishing policies to deal with customer complaints.
	The government conducts SWOT test analysis to identify new opportunitites for ESB, such as its Tanzanian operations.
Business	Dyson plans included producing his vacuum cleaner in a radically different style and colour, than his competitors, to ensure success and a USP.
	James Dyson would have also had to establish a Business plan to sell his idea to financial institutions to gain the finance he needed to set up Dyson Appliances.

Apple Computers, sell **their I - Mac in a range of colours, as they planned it to be seen as a fashion accessory, as well as a computer.**



4) Innovative Skills / Reality Perception

□ Innovative Skills / Reality Perception

- Entrepreneurs are naturally inventive and have learnt the skill of being original and imaginative.
- Their innovation allows them also to spot new opportunities first within the market and **enables them to be proactive and gain the competitive advantage over their rivals as they quickly launch their brand first onto the market gaining customer loyalty.**
- Innovation enables them to make changes to their products **to increase the effectiveness of existing products** or production processes.
- **Entrepreneur's innovation allows them to develop a USP for their products to ensure their success.**
- Steve Jobs saw the opportunity of adapting icons and a mouse technology to make his Mac's more consumer friendly, a skill known as **Reality Perception.**

Innovation / Reality Perception Skills in Action

Personal Life / Home	The man/woman spots the opportunity to increase their personal development and advance their career by attending the night course to gain higher qualifications.
	They innovation and creativity is exhibited in their original course work submitted to the lecturer.
School	The teacher spots the opportunity to help a needy charity with the tuck shop and at the same time has used innovation through the idea of the tuck shop to help his/her students gain valuable practical knowledge related to their business course which will help to improve their grades.
Local Community	Innovation skills are seen in the community as new original ideas will be developed to create employment in the area due to the influx of tourists into the local economy due to success in the tidy town competition.
Public Life / Government	The government showed creativity as it deregulated the energy sector in Ireland to improve the efficiency of ESB.
	The government was innovative and perceived the opportunity to establish ESB and ensure no wasteful duplication of state resources.
Business	Dyson showed the entrepreneurial skill innovation as he noticed the weakness and problem of diminishing performance of traditional vacuum cleaners and creatively developed the solution to the problem of reducing the cyclone machine to create his new more efficient bagless vacuum cleaners.

5) Leadership / Delegation

- **Leadership**
- Entrepreneurs learn to be great leaders of their staff and **direct their staff effectively so the goals** of the firm are achieved.
- Entrepreneurs have great influence over their staff and can positively influence them to voluntarily support the entrepreneurs vision for the businesses future and **ensures effective changes to production processes are accepted** by his/her staff.
- As a leader entrepreneurs **inspire their staff, create loyalty** and act as a role model for their staff to imitate (creating the organisational culture).
- **Steve Jobs** demonstrates leadership as his positively influences his staff, acting as a positive role model and successfully lead Apple from a firm close to bankruptcy to the position of global leader in the market place.

Leadership Skills in Action

Home –

The man/woman shows leadership skill as he or she leads his/her family into a better future due to the qualifications they receive after they have successfully completed the night course and graduated.

School –

The teacher shows leadership as he/she influences the student to successfully run the tuck shop project and achieve their goal of raising the planned money for their charity.

Local Community –

The committee shows leadership skills as their lead the town to victory and through their positive influence over the townsfolk. They as leaders and working hard to achieve their aim act as positive role models for the towns folk to imitate.

Public Life –

The government shows leadership by controlling and influencing ESB through legislation to ensure citizens of the state receive a quality product at a fair price.

Business –

Dyson shows leadership as he positively influences and directs his staff to ensure he, with his staffs loyalty, achieves his goal of becoming and remaining the market leader.

6) Inner Control

- **Inner Control**

- Entrepreneurs have learnt the skill of inner control, **this is the belief that success coming from your own hard work and effort** and not relying on other people, luck or fate (Outer Control).
- Entrepreneurs know when they rely on others, **others often let them down and so the entrepreneur fails to achieve his/her goals**. This self reliance for achievements pushes the entrepreneur to work hard and focuses their energy on the fact that success is self driven by their own talent and ability.
- Steve Jobs throughout his life is not dependent on luck or karma, but learnt from an early age the skill of inner control, as success in the business is self driven and achieved through belief in your own skills and talents.

Home –

The man shows inner control by studying hard and being fully prepared for his exams. His success is self driven and not dependent on luck or chance.

School –

The teacher and students achieve their goals through their own hard work and determination to succeed and do not rely on others.

Local Community –

All essential tasks are completed by the town folks and outside help is used only if required for less important jobs.

Public Life –

The government shows inner control in establishing ESB, as the country is not reliant on other nations for its energy sources.

Business –

Dyson's success is self driven as he relies on his skills and abilities to lead his firm successfully into the future. He is not dependent on other to ensure his firm thrives.