

## OBJECTIVES

After reading this chapter you will learn;

1. To understand the process of motivation
2. Differentiation between affiliation, power and achievement motives.
3. Distinction between achievement motivation and entrepreneurial motivation
4. Qualities of an entrepreneur

### 2.1 Achievement Motivation

The term motivation and theories of motivation have occupied an important place in the world of entrepreneurship management.

Every individual acts in a distinct manner. Since individuals act differently, the basic question is 'why they do what they do? The answer to this question lies considerably in the explanation of the term "motivation".

The term "motivation" comes from the Latin word "movers" which means to move. Motivation is considered as the base building for human action. The studies of motivation broadly refer to two areas:

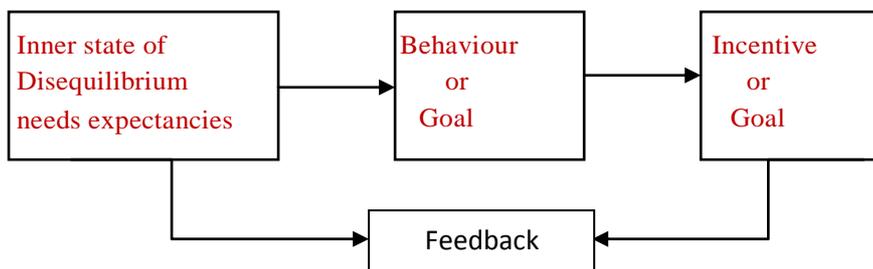
1. Motivating self
2. Motivating others

Theories of motivation are based on the fact that behavior is essentially purposeful and directed towards the attainment of a goal. Thus, the concept of motive refers to the purpose underlying all goal-directed actions.

#### **Psychologists have described the term "motivation" as:**

- the process of stimulating action
- sustaining the activity
- direct influence on orientation, strength, emotional upheaval
- inner strength, force, strong urges and instincts which guide and direct behavior.

Motivation is essentially a process. The main aspects of the process are needs or expectations, behaviour or action, goals and feedback. ATTENDANCE



*Process of Motivation*

This model suggests that every individual has a number of needs, desires and expectations, which are described as stimulators. They stimulate, encourage and activate the behaviour or action. When the need is felt, a state of disequilibrium is experienced by an individual. He makes an effort to reduce the disequilibrium. The effort is an action which is initiated with the expectation or in anticipation of reduction of the disequilibrium. The goal or an incentive is the satisfaction of the need. This further leads to a resultant change and equilibrium is established. This is a feedback received by an individual. Take the example of a person who is feeling thirsty.

The thirst causes a sense of disequilibrium within him. He is unable to concentrate on anything but he has a strong inner desire to drink water. He searches for water. Here, thirst caused an action/behaviour. He finds water, and consumes two glasses of water. The action is goal-oriented. Thirst was satisfied. Goal was achieved. The feedback of satisfaction of the need was received and equilibrium was established. Accordingly, he stops taking action. Thus, the model refers to three stages:

1. Behaviour is caused (Need arousal)
2. Behaviour is motivated (Motive)
3. Behaviour is goal-oriented (Process)

All motives may not be equally important in the context of the goal. Some actions result out of physiological or biological needs as suggested by Maslow in his needs Hierarchy Theory. Every individual experiences the physiological needs in varying degrees. These motives and needs are common. But there are some motives and needs which are not commonly found among all individuals.

Very few individuals possess them. These motives are particularly in the form of intellectual needs, self-esteem and self-actualisation needs.

David McClelland advocated the Theory of Achievement Motivation. David McClelland and his associates in their "Kakinada" experiment established the fact that a direct increase in the achievement motivation in individuals has a significant economic impact on the community and the main strategy was to increase achievement motivation in entrepreneurs.

Achievement motivation is defined as "a desire and effort to accomplish something difficult, to master, manipulate or organise physical objects, human beings or ideas, to do this as rapidly and as independently as possible, to overcome obstacles and attain a high standard of excellence".

McClelland in his famous book *The Achieving Society* defines achievement motivation as "a desire to do well, not so much for the sake of social recognition or prestige but to attain an inner feeling of personal accomplishment."

### **Achievement Motivation is represented by**

- An urge to excel
- Desire to achieve success in competition with self (previous performances)
- Desire to achieve success in competition with others (role models)
- Long-term goals and long-term involvement (consistent efforts)
- Unique accomplishment
- Perfection and excellence

### **Two other motives identified by McClelland were**

Affiliation Motive (N Aff personality)

Power Motive (N Pow personality)

### **N stands for intense need.**

- An individual with a high need for Affiliation is concerned with maintaining an effective relationship with others. It is a psychological need to be at par with others, to get approval for behaviour and gain appreciation or praise from others in the given social circle.
- Individuals with a high power motive have a strong desire to exert dominance, authority and control over situations and people. They enjoy the roles involving leadership and control.
- Individuals with a high need for achievement are innovative and creative trend-setters. They strive hard to achieve high standards of excellence in the performance related situations.

## **Entrepreneurial Motivation**

McClelland's Achievement Motivation laid down the foundation to analyse and explain the entrepreneurial behaviour. But it has always remained a domain for psychologist's behavioural scientists, researchers and academicians. Many studies and researches have been conducted to explore the motives and inputs to explain and highlight the entrepreneurial behaviour.

The studies have focused on the need to supplement other inputs like knowledge, information support and skills to strengthen achievement motivation. But, it is a combination of other factors like affiliation, power, dependency, status, prestige, and self-esteem. In this respect, entrepreneurial motivation is different from pure achievement motivation.

the fact is reiterated that a high level of achievement motive can be an asset to a prospective entrepreneur, but it may be a drawback in his entrepreneurial career because an entrepreneur depends much upon the external assistance and assistance and good team for his service. high standards excellence may make you intolerant for others who cannot reach those standards whose may inhibit team building.

extreme self- reliance and self-confidence may become a hurdle in the organizational development. Therefore in developing entrepreneurial motivation, in recent years importance is given to the affiliation motive also. Team spirit, harmonious interpersonal relations, resolution of conflicts and clashes, information seeking and support from the external organisations depend largely upon affiliation. this may help the entrepreneur in reducing his initial tensions in his struggle for survival in the competition.

thus, entrepreneurial motivation is a combination of the need for achievement, *affiliation and to a certain extent power too.*

## **ACHIEVEMENT PLANNING**

"In the process of achieving the best, it is important to know where you want to go in life. You can reach your goal, your best dreams can come true, you can get where you want to go only if you know what your goal is. Your expectation must have a clearly defined objective . Many people cannot achieve success because they do not have a precise idea of their goal. You cannot expect the best if you think aimlessly."

### **Achievement Planning**

No.	Factor	Abbreviation
1.	Goal	Ga
2.	Action plan towards the goal	Act +
3.	<u>Goal Anticipation</u> a. Positive goal anticipation b. Negative goal anticipation	Ga + Ga -
4.	<u>Blocks or Problems</u> a. Personal Blocks b. Worldly, Environmental Blocks	Bp Bw
5.	Help	H
6.	<u>Feelings of other people towards your goal</u> a. Positive feelings b. Negative feelings	Fe + Fe -
7.	Achievement Theme	N Ach

## **Strategies for Motivation Development**

Motivation development is an important attribute of the EDP exercise. It is based on the belief that "people can acquire motives and develop through education and the newly aroused motives are more likely to influence future thought and action." The complete exercise of entrepreneurial motivation training (EMT) provides the potential entrepreneurs experimental learning situations which help them to analyse and understand their own attitude and behavioral pattern towards entrepreneurship. EMT laboratories are based on psychodynamic theories of personality formation, development and acquisition of motives. The EMT is conducted by the accredited trainer-motivator who acts as a facilitator. The EMT is usually conducted for a period of a week in the beginning of the EDP. Preferably outside locations in the proximity of the nature are selected to enhance the Concentration of the participants and to make the process of internalisation uninterrupted.

The main focus of EMT is to develop achievement motive and enrich the personality of the participants with entrepreneurial qualities and traits.

## How to Bring Desirable Change Through EMT

A certain mechanism is involved in bringing a change in the personality through EMT.

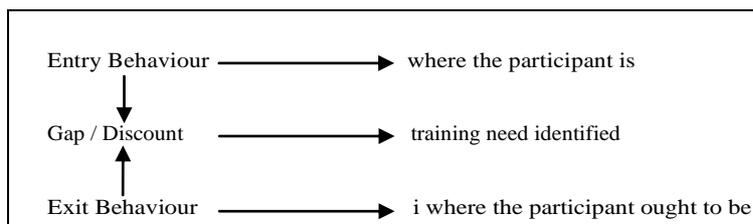
The main parts of this mechanism are

- i. Know yourself stage
- ii. Knowing the destination stage
- iii. Empowerment stage

**Know yourself stage** In this part, the trainer describes an ideal personality of an achievement oriented person. The qualities, values, beliefs, attitudes and skills of a highly achievement motivated person are described with suitable examples. Similarly, the trainee participants are given an orientation to probe into themselves. They create their own image or picture with their present qualities, values, beliefs, attitudes and skills. Self-analysis is supplemented by the comments and observations of other participants. The discrepancy or the gap between the ideal image and the real present image is identified and understood. It sets the disequilibrium or discontent among the participants. The need is felt to reduce the disequilibrium by action. The process of internal change begins.

**Knowing the destination stage** in this part, the facilitator helps the trainee participants to close the gap between the ideal and the present. The aim is not to disturb the trainees by creating discontent but to set the process of motivation. In this stage, alternative ways of thinking and action are described to them. Participants are encouraged to identify new ways, methods, actions and resources to close the gap. Spoon-feeding by the facilitator is to be strictly avoided. Self-realisation of new alternative techniques sets the development process and accelerates the change. The changed attitude and behavioural pattern is practiced in the real life situations. The feedback is analysed.

**Empowerment stage** during this stage, the trainee participants are allowed to take their own decisions and formulate their own strategies for experimenting with these newly acquired qualities. This is to strengthen their belief or conviction that they can change and they have changed. Thus, the EMT aims at bringing desirable changes in the trainee participants. Depending upon the education, experience, aptitude and EMT training needs, there can be marginal changes in the design of EMT. But in a broader perspective, EMT is concerned about the "entry behavior and the "exit behaviour" of the participants..



*Focus of EMT*

## Learning Objectives of EMT

As discussed earlier, the main objective of EMT is to facilitate the trainee participants to improve and strengthen their achievement motivation and qualities of an entrepreneurial personality. Based upon the needs of the trainee participants, the specific objectives of the EMT can be changed. Such specific objectives can be decided in areas like:

- Achievement motivation
- Risk bearing
- Creativity, innovativeness and imagination
- helping behavior
- Goal setting
- Decision-making
- Influencing, convincing and communication
- leadership
- Problem solving
- Coping
- Tolerance to ambiguity
- Personal growth
- Emotional and attitudinal change
- skill development

## **Methods to Bring the Desired Change**

Once the objectives and the contents of the EMT are finalised, the facilitator - trainer has to decide the methods to be applied for bringing a change among the trainee participants. The presentation methods and techniques by the facilitator should be simple enough so that the internalisation and learning of the achievement motive and entrepreneurial qualities becomes easy and natural.

In Chapter 1, Table 1.2 describes the exercises and games for the EMT with their specific objectives.

In addition to these exercises and games, the facilitator - trainer can develop more training material and methods with his innovative abilities. He can choose from the following available material:

• Video cassettes	• Books
• Stories	• T.V.
• demonstration	• Recording
• Role - play	• Slides
• T.groups	• Demonstrations
• Lectures	• Experience
• sharing	• Exhibits
• Field visits	• Case - methods
• Non-verbal demonstrations, etc.	

The National Institute for Entrepreneurship and Small Business Development (NIESBUD), New Delhi, has evolved a NIESBUD Model of EMT in 1985 and a Trainer's Manual on developing entrepreneurial motivation.

## **QUALITIES OF AN ENTREPRENEUR**

Entrepreneurial personality is distinct from the personality of a common man. An entrepreneur possesses special qualities, values, skills, attitudes, aptitudes, capacities, capabilities and motivation. By learning these skills and inculcating the qualities, it is possible to transform the common man's personality into an entrepreneurial personality. Systematic motivation and training accelerates the process of transformation. A trainer-motivator plays an important role in equipping people to learn these qualities and skills.

## **Confidence**

An entrepreneur is a confident person. Confidence develops an edge over the competitors. Confidence is always impressive and wins others. Entrepreneurial personality demands a high level of confidence. If you feel nervous, defeated, humiliated, introverted or unable to make a point, then, certainly you need to develop confidence.

### **Confident personality projects:**

Confident Appearance

Confident Body Language

Confident Communication

Confident Work Style

Confident Relationships

Your appearance shows your confidence level. A composed and clean appearance, well-tailored dress, hairstyle, light make-up, and type of shoes worn adds to your professional appearance. You should always remember to have your wristwatch, pen, scribbling pad, handkerchief, identity card, enough money, cheque book, credit card, ATM card, etc. with you.

Your body language gives instant signal of your confidence level. Body language includes your posture, sitting position, way of walking, way of standing, movements of hands and fingers, facial expressions and gestures. Remember, sometimes words may deceive but body language cannot. It is necessary to act confident. A smiling face is a sign of a confident personality.

When you meet people look into their eyes. Eye to eye contact establishes confidence. Listen patiently to others.

Remember, even others have to make a point. Confident people do not interrupt others when they are talking.

How effectively you can communicate with others also shows your level of confidence. Before any meeting, interviews, discussion sessions or a talk, prepare yourself thoroughly for the event. In the beginning, it is always desirable to write down the points (even speeches) which you want to say in your meeting. Collect references, statistical data, addresses, quotations, past experiences, events, slides, pictures, articles, information about the subject of the meeting and the people participating in the discussion and prepare for the meeting. You will be able to impress others and you will emerge a winner.

Your work style should represent confidence. Particularly, preparation, participation, presentation and professionalism are the main attributes of a confident work.

You should be able to develop confident relationships. Emotional outbursts, subjective attitude, false concepts of insults and humiliation, particularly jealousy and a crab mentality are the enemies which destroy relationships.

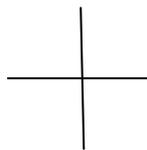
Confident personality projects positive attitude.

### **Clear Perception**

Perception plays a **very important** role in our life. Perception has 'a make or a break' capacity. The making is associated with "Positive Perception". The breaking is associated with "Negative perception."

Perception is to understand  
to interpret  
to draw inferences and  
to form an opinion.

Usually, we are guided by our 'set perceptions' which are comprised of the knowledge, deep-rooted impressions and pieces of information which we have acquired over the years. It is accepted without analysis. The facts are not examined and statements are not questioned. For example, when you see two lines drawn as:



**What do you perceive? 'It is a plus sign'.**

When the same two lines are drawn as:



**What do you perceive? 'It is a multiplication sign'.**

In this process, you have accepted the knowledge without examination. You have learnt it. This is the information passed on from one generation to other. This is a set perception.

An entrepreneur cannot achieve a desired goal with a set perception. He has to develop his perceptions about people (consumers), events, objects, relationships, etc.

There are a number of products and services which are the outcome of the strong developed perceptions of the entrepreneurs. For example, emergency lamps, mobile phones, transistor radios, audio-visual cassettes and CDs, computers, etc. are the perceptions of the changing technology. In such cases, the needs of the different customer groups are perceived by the entrepreneurs and products are designed with the new techniques and technologies.

Perceptions have helped the entrepreneurs to offer convenience to the buyers.

A simple example is the change brought in the packaging of the coconut oil. The former cylinder type bottles with small nozzle have been replaced by jar type bottles with a wide opening. The difficulty of frozen oil during the winter season was perceived and promptly a change in the packaging was introduced. "Maggie Noodles" is another successful product which has brought a revolution in the convenience food industry.

An entrepreneur can think of new products, new raw materials, new designs, new packaging material, new uses and applications with a developed, developing a perception to collect more details, to analyse all relevant facts and to draw impartial inferences. A developed perception always-

- Objective
- Impartial
- Positive
- Prompt

Perception involves a mental analysis. But often it is observed that perception is guided by emotion. For an entrepreneur, any emotion decision may be harmful. Perception helps the entrepreneur, any emotion decision may prove harmful. Perception helps the entrepreneur in decision – making, goal – setting, team – building and conflict management. Perception leads to creativity, imagination and innovativeness and gives a competitive edge to the entrepreneur.

When you want to transform your personality into an entrepreneurial personality, you will have to develop your perception. You have to collect more details, go for an in depth scrutiny of objectives and make impartial, positive decisions.

### **Risk Bearing Ability**

In a business, no other factor of production, except the entrepreneur, bears risk. When the behavioural pattern of a large number of people is studied, people are identified as zero risk – takers. They do not take any risk and are afraid of taking challenge. They select easily attainable goals. Some people are hundred per cent risk – takers. They are excited by the challenges and risks involved. They are neither bothered per cent about the methods nor about the attainment of the goals.

They are charged only by the risk. But an entrepreneur is not a zero risk – taker. He is not interested in an activity or work which anybody can do easily. He is not hundred per cent risk – taker also. He cannot afford the luxury of not reaching the goals because his investment is at stake.

An entrepreneur is careful and cautious while selecting goals. He examines his strengths and weaknesses. He will assess the available resources, and will decide the strategy. He will consider alternative courses of action and will identify people and institutions for support. Thus, he will prepare the background before he takes a decision about the goals. He will take a moderate or a calculated risk. By attaining the goal, he desires excitement, satisfaction, thrill and happiness.

When you wish to opt for an entrepreneurial career, you should be ready to accept moderate risk in the business. Rather, the very decision to pursue an entrepreneurial career involves risk. Further challenges and risks are involved in identification of an opportunity and product selection, facing the competition, marketing and advertisement, investment, feedback from the customers etc. If you are prepared to take a moderate risk, you can go in for an entrepreneurial career.

An entrepreneur takes not only a risk but shoulders the responsibility of the outcome of his decisions. He takes the credit for his success and also is prepared to face the failures. If successful, he strengthens himself to achieve a higher degree of success. If he fails, he examines the causes of his failure and tries hard to overcome the problem. He does not leave anything to chance, any situation beyond his control. Therefore, he takes a moderate and calculated risk.

### **Team-building Capacity**

Team-building capacity is a key for entrepreneurial success. An entrepreneur requires a variety of services and help from a large number of people and institutions including suppliers of raw materials, machinery, workers, utilities like electricity, fuel, water supply, transportation, financial organisations, government personnel, marketing people, advertisers and finally the consumers. All these people and institutions participating directly or indirectly in different capacities in the entrepreneurial venture facilitate the entrepreneur to achieve his ultimate goal, "Success in Business". Therefore, an entrepreneur has to exhibit an excellent team-building ability. Developing the team spirit and team-building ability is a difficult but not an impossible task. A systematic use of certain techniques will equip you with a team-building ability.

## **Easy way of team-building**

1. Adopt a positive attitude that you are an excellent team-builder.
2. Know the importance, strengths and weaknesses of each member of the team.
3. Arrange get-togethers, meetings so that all the members will know each other.
4. Define the goal to be achieved by the team. Without a goal a team cannot function.
5. Explain the team goal to all the members of the team. Make them feel that it is their goal too, and not simply your goal.  
Remember, in a team, there are no individual goals but only team goals.
6. Decide the time frame for the achievement of the goal.
7. Assign/Define the role, specific duties and responsibilities of each member of the team.
8. Mobilise and allocate the resources including time to each member for completion of their Duty/task.
9. Give incentives or rewards for the successful completion of the duty/task. Every time you need not give monetary incentives. Even timely appreciation is effective and brings positive results.
10. Give credit to the team members for their success.
11. If there is a failure, do not criticise and blame a particular member in front of others. Call the person separately and discuss the factors responsible for the failure.
12. Anticipate obstacles in the completion of tasks and frame a strategy to overcome or surpass them.
13. Monitor the progress.
14. Arrange for the feedback.
15. According to the feedback, decide the goal again.

## **Time Consciousness and Time Planning**

Time planning is achievement planning: An entrepreneur is a time Conscious person. Time is a valuable resource. How do you experience time and how do you use it depends upon what do You expect from it. It is important to remember that time cannot be created nor destroyed but time has to be managed effectively.

Time is an important resource in a competitive environment. Time planning is achievement planning. For an entrepreneur goals or targets time monitoring and to time. Time scheduling, Time monitoring and time management is an important entrepreneurial skill.

In order to equip yourself to utilise your time effectively and productively, begin with a week's worth of planning. Once successful, you can plan for longer time periods like a month or a year. While learning the skills of time planning, the following preparation is useful.

- Make a list of your activities. Objectivity is necessary for time planning. You cannot plan for a week, if you do not know what do you want to achieve in that week.
- Understand the purpose of time planning. Meetings, paperwork, activities, tours, personal work, visits, telephone calls, bank work, developing contacts and relationships, etc. including daily, routine activities should be listed down.
- Routine, daily activities of a recurring nature are to be separated. Calculate the approximate time required to complete these activities. Fix the time slot for the routine activities.
- For the remaining activities priorities are given. A stipulated time to complete them is considered. Accordingly, the weekly plan of activities to be completed in a given time frame is considered.
- Let us remember, time planning is not hundred per cent rigid. Time planning is a tool to enhance personal efficiency and achievement of goals. Rigidity may bring tensions. Your objectives, activities and time planning changes due to completely unknown circumstances. Do not get tensed if you have to adjust your time plan. You have to anticipate interruption. All interruptions may not cause worry. Some are positive interruptions. Accept them.
- Once you prepare the time plan for each activity, implement it with determination. Consistency is a virtue. If you are keen to achieve your goals, time planning has to be successfully implemented. At the end of each day, check whether you have completed the day's schedule. If some of the activities or work is not completed, it is an addition to the next day's list. If you continuously add a backlog, it may ruin the entire time planning.

- Successful time planning depends on how quickly you realise and overcome your time wasters. Find out the activities, people, habits, relationships and addictions which may result in wasting your time.

### **Some of the common time wasters are**

- Lack of objectives
- Lack of understanding priorities
- Inability to plan
- Inability to say "No"
- Unscheduled visitors
- Unplanned meetings and discussions without bearing any results
- Ineffective delegation of work
- Lack of necessary resources
- Lazy and inactive mood
- Indecisiveness
- Telephone calls
- Cluttered and unorganised desk
- Attempting too much at once
- Addictions - smoking, drinks, drugs

These are some examples of time wasters. Find out your time wasters. Make a plan to overcome at least two time wasters every week.

### **Signs of bad time management:**

Concentrating upon least important activities and least important details

- Unending work
- Poor preparation
- Making errors too frequently
- Feeling tired all the time
- Always feeling harassed
- Continuous backlog of work
- Working sequentially instead of strategically
- Inability to think about one's job
- Inability to achieve goals
- Inability to plan the future course of action
- Inability to manage any job effectively
- Becomes a "crisis - manager"
- Rarely gets "Merit" promotions
- Taking office work to home
- Always working late, during lunch-break also
- Always complains, "I would like to do it, but I don't have time."

As efforts are necessary to find out time wasters, you have to develop an insight for identifying your time savers. Find the time savers like waking up an hour early, clubbing some activities, delegation of work, identifying sources of help and right people for right work.

## **Interpersonal Relations**

An entrepreneur has to make special efforts for developing harmonious and cordial relationships with others. The success of an entrepreneurial venture depends upon effective team-building which needs developing interpersonal relations competencies.

While developing interpersonal relations you must know that there are two parties or two people involved in the relationship. One person is yourself. Let us realise that our own personality represents values, attitudes, aptitudes, beliefs, emotional and psychological patterns, urges and instincts, qualities, needs and expectations from others. Similarly, the other person involved with you also represents the combination of all these. While developing harmonious relationships with others, you must develop an approach to know his/her personality type, your expectations from him/her, his/her expectations from you and the ultimate goal you want to achieve with that relationship.

**Let us first know how personality is classified.**

### ***Classification with personality traits***

1. Inhibitory Personality
2. Excitatory Personality

Some people have certain in-built inhibitions, blocks and difficulties in their personality. These inhibitions are mainly developed by themselves. They may be related to their appearance, education, social status, inferiority complexes, or family circumstances. But these inhibitions result in a low level of self-efficiency. They are unaware of their feelings, wants, expectations and desires and always give excuses for every thing they could not do. They carry the feeling that the entire world; is doing injustice to them. Thus, they have a low self-image.

Some people are excitatory. They are always free and fearless. They are open-minded and have a clear thinking. They can take decisions and possess strong convictions. They are completely aware of their feelings, wants, needs, expectations and are willing to take responsibilities. They are committed to their work and have a very high self-image.

### ***Classification with nature types***

1. Submissive
2. Assertive
3. Aggressive

People with a submissive nature are self-protective. They will never argue with anybody. They will not take any decision and are reluctant to take any risks. They will wait for things to happen, and patiently wait for opportunities. They immediately submit themselves in any situation.

An assertive person is positive, assured, open, communicative, responsive and responsible. As he has clear thoughts, he is not afraid to reveal them. He has a high self-image and self-respect. He has active orientation and does not wait for opportunities. Often, he creates opportunities and makes things happen.

An aggressive person represents an autocratic or dictatorial personality. He is dominating, sticks to his opinion and imposes upon others. Even in relationships, an aggressive person has onesided imposed relationships. Sometimes, he may not give importance even to values or the social system. He does not create opportunities for him opportunities from others.

### **Classification with behavioural motives**

1. Affiliation Motive (N Aff)
2. Power Motive (N Pow)
3. Achievement Motive (N Ach)

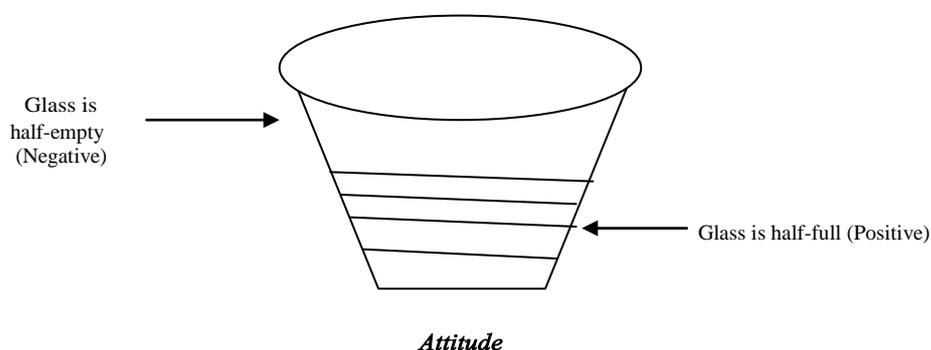
Generally, it is observed that it is easy to handle people with a high need for affiliation. As seen earlier, affiliation means the desire for approval, appreciation and to be liked by others. An affiliation motivated person has a concern to establish, maintain and sustain effective relationships with others.

People with a high need for power express domination, possessiveness and authority. They have an intense desire to control or influence an on-going situation.

Achievement motivated people have success orientation, inner feelings of personal accomplishment, desire to excel and a high self-esteem. They have a strong desire to achieve a certain standard of excellence in performance related situations.

### ***Classification with attitudes***

People are usually classified as possessing a Positive Personality oraNegative Personality with respect to their attitude.



Glass is completely filled up, half-filled with water and half-filled with air: Strongly positive

Some people are classified as negative personalities because they always look at the negative aspects, drawbacks, shortcomings, difficulties, worries and excuses as to why things will not happen.

Some people are classified as positive personalities because they always consider the brighter; side. They concentrate on positive aspects, merits, solutions, and ways and means which will help' things to happen favourably.

## **People are also classified as genuine personalities and superficial personalities**

Genuine type of personalities are positive, approachable, assertive, assured, committed, communicative responsive and rich in knowledge, expertise and experience. They do not exhibit these qualities by just talking about themselves but people know about it from their work and relationship.

Superficial types of people have no real ability but are showy.

When you want to develop a relationship with others, you have to develop an art of knowing the personality types. Let us remember that every person plays a specific role in the entrepreneurial venture. You should clearly understand the role of the person, his place and importance in your venture, scope and limitations of that role and important amongst all is the expectations from that role. Once you understand the role pattern, dealing with that person becomes comparatively easy and simple.

### **Strokes you give to them:**

For cordial, smooth and professional relationships, you must give positive strokes to other people.

Types of strokes:

1. Positive strokes : make you feel encouraged, happy
2. Negative strokes : **make** you feel sad, depressed
3. zero strokes : make you feel ignored, neglected
4. Conditional strokes : planned, expected, predictable
5. Unconditional strokes : unpredictable, spontaneous

While developing interpersonal relations, positive strokes create a positive and constructive Impact on others.

Positive strokes give "O.K." feelings to others. It is the way of understanding, appreciating, approving and rewarding the other person. Positive strokes result in attachments, strong bonds and trusted relationships. Positive strokes can be given by words of appreciation like "good job", "excellent", "well done", "keep it up", "very well performance" etc. Even statements like "only you can do the work so perfectly", "it is difficult to work without you", "I am so much dependent upon you for this work", "You have special tactics to achieve such a performance", "Grateful to you", etc. also create a positive impact on others. Some gestures like a pat on the back, a handshake, a Sympathetic look or glance, a smile, a salute, holding hands, putting hands on the shoulders while talking etc. are positive strokes which strengthen relations. The examples of positive strokes are given to develop your attitude. You can plan many more positive strokes to win both situations and people.

Conflict, dissatisfaction, enmity and hatred are the results of negative strokes. When relationships end in fear, hatred and conflicts they cause irrational behaviour and increasing irritation, low confidence and low work efficiency, absenteeism, frustration, inability to concentrate and think clearly, physical ailments like headaches, blood pressure, acidity and depression and finally withdrawal from relationships which are proving difficult.

Negative strokes are given by criticism, sarcastic remarks, backbiting, gossiping, put downs, and abusing, talking about only the weaknesses and defects, using words like "Stupid", "Mad", and "Chamcha", and "It is not my work", "I cannot help you" type attitude, etc. Negative words hurt people. Negative gestures like a constant stare, a push, a kick, a punch, a pull, a slap, a bite, a pinch and threatening gestures also damage relationships.

Positive strokes encourage the people.

Negative strokes discourage the people. In order to develop strong bonds with the people to tune up with them for "Win Win Situation" -

- Care for the self-esteem of other people
- Concentrate on their strengths
- Be considerate for their weaknesses. If the weaknesses do not affect the work adversely, neglect them. If they do affect, help the other person to overcome them
- Appreciate them in front of others. Blame an individual when he/she is alone. Let the person know that the blame is not

for fault finding but for improving work efficiency

- Do not overreact
- Do not complain, nag or give long lectures
- Make a list of the people who encourage you and give you positive strokes
- Make a list of the people who are important for you for your accomplishments
- Remember that only strong relationships build strong teams.

## **Communication Skills**

Communication is a distinctive skill of an entrepreneur. It is treated as the "X" factor in the managerial skills. Effective communication is necessary for achieving positive relationships. Communication is classified in the following forms:

As an entrepreneur, when you have to develop communication skills, you have to concentrate on personal, spoken and non-verbal forms of communication.

Verbal communication is the communication through words. Non-Verbal communication is the communication with gestures, expressions or body language.

The following are the important aspects of communication:

1. Speech-language, words, voice, tone, accent, speed
2. Facial expressions and gestures
3. Body language
4. Positive strokes
5. Confidence
6. Attentiveness
7. Praise for others

Communication is expressing ideas, giving instructions, sharing thoughts, imparting knowledge and exchanging information. The goal of communication is to create and enhance understanding.

While communicating, the first step is to know which language is comfortably followed by the other person. In the

Indian environment, usually you should be able to speak at least your regional language (Marathi, Kannada, Tamil, Telugu, Tulu, Gujarathi, Bengali.) you should be able to communicate fluently in Hindi, the national language. If you are well conversant with English and can communicate in English, it gives you an additional strength.

Words play an important role in communication because they are a medium of communication. They create an everlasting impact on the listener. Words reflect your personality. Words give strokes to the people. For successful team building, maintaining interpersonal relationship and to create strong bonds of belongingness, you should be very selective of the words used in communication.

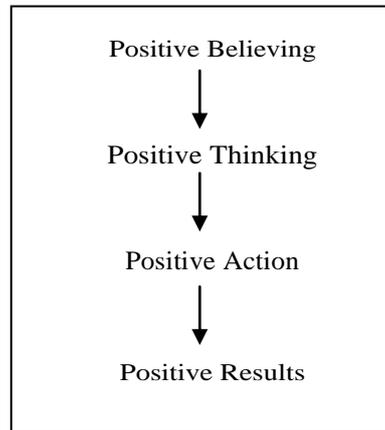
Voice and tone are effective instruments of communication. You must have observed that successful professionals and entrepreneurs make special efforts to groom their voice. Tone is the texture of the voice. Tone communicates your affiliation with the other person. It communicates your feelings. It is essential to cultivate a proper tone culture. Accent makes one's speech attractive. You should be able to understand the grasping power of the other person and accordingly adjust the speed of your speech.

Facial expressions, gestures and body language constitute the non-verbal communication. Often you communicate more in a non-verbal manner than a verbal one. Facial expressions, gestures and body language have occupied a significant place in non-verbal communication. Movements, postures, use of hands, legs, fingers, eyebrows, sitting position, eye movements, hand shake, position of neck, way of standing and walking represent body language. It is always said that "words may lie but body seldom does". Communicating with body language is an art.

Confidence and attentiveness are other attributes of good communication. As ninety per cent of people have affiliation motivation, praising others constitutes another important attribute of an effective communication. It gives a positive stroke and is essential for promoting team feelings. But it should be done sparingly and at the appropriate time.

## **Positive Attitude**

An entrepreneur comes across turbulent situations. How he responds in a winner or a loser. Positive attitude makes him win. Positive Attitude implies



It is to create an "I'm O.K.-You're O.K." situation.

Development of Positive Attitude:

1. Concentrate on your strengths
2. Sharpen your skills, talents, resources
3. Collect and rehearse happy experiences in your life
4. Identify the strengths of others
5. Know their happy experiences
6. Value and enjoy your work
7. Dream a little, plan a lot, work hard
8. Develop the habit of giving positive strokes to others with words, gestures and actions
9. Have positive interactions with others
10. Remember, any failure is not the end of the world. You can start again.

## **Leadership**

An entrepreneur is the leader of his group of workers, managers, suppliers, financiers, advertising, marketing personnel, vendors, government personnel, consultants and consumers. He is the true representative of his entrepreneurial venture.

As a leader entrepreneur possesses the qualities like vision, dynamism, straight forwardness transparency, inspiration, achievement motivation, discipline, trustworthiness, futuristic perspectives, convincing power, communicative abilities, sense of responsibility, perseverance, persistence and hard work. He is a role model in himself.

As a leader, he has to take decisions, bear risks, solve problems, decide goals, set tasks, plans for implementation and build a strong team.

The overall function of leadership is to lead effectively and efficiently in different ways with different kinds of groups under a variety of situations.

The general functions of leadership would include:

1. Helping individuals to become cohesive and co-operative groups
2. Helping the group:
  - to define its purpose
  - to interpret these purposes into practical goals
  - to clarify the assignment of responsibilities

- to guide the processes of planning
- to open up the potentialities of available resources
- to keep operations consistent with purposes and goals
- to maintain action and change continuously
- to evaluate efforts and results

### **Classification of Leaders**

S1.No.	Leadership Style	Characteristics
1	Autocratic	Dictator, taskmaster
2	Democratic	Participative, consultative
3	Laissez - Faire	Works by group consensus
4	Bureaucratic	Red tapism, formalities oriented
5	Paternalistic	Family atmosphere
6	Charismatic	Mystical, magical, attractive
7	Missionary	Good fellowship, warm atmosphere
8	Neurocratic	Eccentric, emotional, task oriented.

### **Innovativeness, Creativity, and Imagination**

Innovativeness, creativity and imagination are considered as the basic ingredients of an entrepreneurial personality.

In economic theory, innovation is treated as an origin of profit. Innovation is defined as the commercial application of invention. Innovation is the introduction of a new concept, a new way of doing things or a new approach. With reference to enterprise, innovation can be in terms of new technology, new technique of production, new sources and types of raw material, novel machinery, new labour saving devices, new packaging techniques and packaging materials, new way of advertising, product development, new application of the existing product and even developing a new market.

The history of entrepreneurial development itself is a reflection of the innovativeness of the entrepreneurs. As a management principle, it is always said that, "Do something with the help of which you can surpass and surprise the competitor but do not get surpassed and surprised by the competitor." Innovation and innovativeness surpasses and surprises the competitor. An innovative entrepreneur becomes a market leader. His market share and profitability increases till the competitors catch that innovation and imitate it by bringing out "me-too" products in the market. Until then, the entrepreneur enjoys a "surplus profit". Once the innovation becomes common surplus profit and market leadership disappears. The innovative entrepreneur has to hit the market with another innovation to retain his market leadership and high profit margin.

Creativity is another significant attribute of an entrepreneurial personality. It is a quality which need not be acquired because everyone possesses it. But often it is in a dormant state. One has to train himself to reveal one's creative powers. Sometimes you take painstaking efforts to arrive at a solution to some problem. But your efforts are in vain. Then suddenly you arrive at the solution effortlessly. This is due to your creativity.

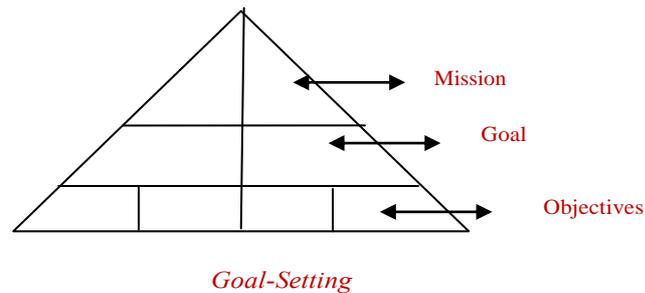
Psychologists divide the "Mind" into two sections. In recent literature, a third section has been introduced. The conventional two sections are "Conscious Mind" and "Subconscious Mind". The recent addition is the section below the subconscious mind. It is described as the "Depth Mind". When you are struggling hard to achieve a solution, you have put your conscious mind at work. Unable to get the solution quickly, your attention is diverted to something else. At that time, the first thought and the struggle to get the solution goes into the subconscious mind where the work on the possible solution still goes on but without your knowledge. And suddenly, when actually you are not thinking about it, the solution flashes. The truth is that all of us constantly absorb information through our senses which is stored in the mind. When an access is established to that piece of information, the mind offers a solution. Accessing the information can be described as an "incubation period". The duration of incubation depends upon your knowledge, experience imagination and motivational level.

Another interesting piece of research on the brain in 1960's and 1970's advocated that the brain consists of two parts, the right and left hemisphere. The left brain is associated with intelligence, logical, analytical work and a memory centre, whereas the right brain is associated with creativity, intuition, spontaneity and memory for people and experiences. Maximum use of the right brain makes a person more creative.

## **Goal-Setting**

A goal is a base building block of entrepreneurial career. It is described in many ways. "Goal is a dream with a deadline" "Goal is how you see yourself." "Goal is what you want to be and how you want to get there". "Goal is an end towards which you direct some specific efforts".

Often, the goal is confused with an objective or a mission. Objectives are the tactics planned and steps to be taken to achieve goals. Goals are specific, measurable, accomplishments to be achieved in a given time frame. Missions are the statements of general intent.



### **Attributes of a goal:**

- Goal is identifiable
- Goal is clear and concrete
- Goal is measurable
- Goal is attainable
- Goal is always with reference to time
- Goal is sometimes related with cost factor
- Goal is action-oriented
- Goal is realistic
- Goal is an accomplishment

### **Process of goal-setting**

#### **Step 1 : Identify opportunities for the goal.**

In personal life as well as in career development you desire to achieve many things. But goal setting is not a dream or wishful thinking. A goal is a desired level of achievement. Goals develop out of ideas, opportunities, strengths, needs, problems and desires. These are the sparks, germs or the seeds.

As a first step, write down all such sparks. Initially, it is not necessary to provide all the details. The purpose of writing down all the opportunities is to analyse their potential of enhancing the performance level. It is to specifically decide where you want to be after a specific time with specific efforts.

#### **Step 2 : Write down goal statements.**

A goal statement gives direction to efforts and activities. It identifies the expected outcome after a stipulated time. It indicates the people and resources involved in the process of goal attainment. While writing the goal statement, you must remember the above attributes of a goal.

#### **Step 3 : Develop the goal in sub-goals.**

The process of development of goal involves dividing the goal into sub-goals. A time limit or deadline for each sub-goal should be mentioned. The achievement of a goal is a continuous process with interlinked activities.

### **Goals are categorised as:**

- Essential goals (Survival goals)
- Problem-solving goals (Safety goals)
- Innovative goals (Performance goals)

### **Once the sub-goals are determined, fix the time framework.**

- Day-to-day achievement
- Short-term goals
- Long-term goals

Final accomplishment: It is necessary to provide regular check points for your goals.

While achieving the goals, you may come across some problems, difficulties or blocks. It is advisable to anticipate such problems. Some problems or blocks can be at the personal level. These are internal problems related to you alone. Some are worldly or environmental problems which are external to you and outside your control. Once you foresee the problems, you can develop strategy to overcome them.

### **Step 4: Preparation of the action plan.**

An action plan is the strategy designed to achieve goals within a specified time with desired standards of performance. It is a step-by-step implementation of the pre-designed activities to materialise the expected goals.

Goals cannot be achieved in isolation. It is teamwork. You have to develop a support system. Find the people who can help you to achieve your goals. In the action plan, other people who constitute your team also play an important role. They should be aware of the goals and the action plan. You should be able to develop a sense of participation and pride among your team members.

### **When you fall short of your goals:**

1. Feed back-figure out what went wrong?
  - Whether the goals were unrealistic?
  - Whether the resources were inadequate?
  - Whether the blocks were not anticipated?
  - Whether the efforts were less?
  - Whether the time was too short/too long?
2. Develop a suitable support system
3. Decide to go back on your goal. Refix the goal and make a fresh beginning
4. Remember, an entrepreneur survives in adverse situations. Do not think it is the end of the world. Start again by revising your goal

### **ACTION PLAN TO TRANSFORM YOUR PERSONALITY**

Now, you are all set to take on the personality of an entrepreneur. Let us again take a look at the qualities of an achievement-oriented person-an entrepreneur.

#### **Qualities of an entrepreneur:**

1. Confident
2. Calculated risk bearing
3. Communicative
4. Co-operative
5. Committed
6. Goal-oriented
7. Punctual
8. Innovative, creative, imaginative
9. Leadership
10. Perceptive
11. Responsible
12. Survives in adverse situations
13. Problem solving attitude
14. Harmonious interpersonal relations
15. Positive attitude

Now, you should be able to identify your own qualities and drawbacks. A simple technique applied to develop an insight is the "SWOT" analysis.

S- Strengths, qualities, skills, knowledge, expertise

W-Weaknesses, drawbacks

O-Opportunities, new openings

T-Threats, problems, difficulties.

**With the help of the "SWOT":**

1. List all your strengths, plus points, qualities, attitude, skills, values and beliefs
2. Prepare another list of your weaknesses, drawbacks, shortcomings and stumbling block
3. Decide the goal
4. With respect to the goal, evaluate the strengths and weaknesses
5. Strengthen the strengths
6. Select two weaknesses and prepare an action plan to overcome the weaknesses and grey areas which may become the barriers in the achievement of your goal
7. Decide the time span for the elimination of the weaknesses
8. Follow the same method to overcome the remaining weaknesses
9. Remember, your ultimate goal is to become a successful entrepreneur.

**SUMMARY**

Entrepreneurship development training programme is designed to develop the entrepreneurial abilities among the target group of trainees. It is the process of initiating and imbibing the entrepreneurial motivation and equipping the participants to inculcate the qualities, attitude, aptitude, values, belief and abilities in the target group. Various theories are proposed to explain the motivation. Even though, achievement motivation is largely identified as the motivational force behind the behaviour of the entrepreneurs, affiliation and power motivation are also recognised as necessary motivations as the entrepreneurial motives.

**The stages involved in the entrepreneurial motivation training are :**

- know yourself stage
- knowing the destination stage
- empowerment stage

Important qualities are to be inculcated in the potential entrepreneurs in order to equip them to face the real life challenges.

Confidence, clear perception, calculated risk-bearing, team building, time consciousness and time planning, interpersonal relations, communication skills, perception analysis, leadership development, innovativeness, creativity, imagination and goal setting are identified as the important entrepreneurial qualities.

**REVIEW QUESTIONS**

1. Define the following concepts.
  - a. Motivation
  - b. Achievement motivation
  - c. Entrepreneurial motivation
  - d. SWOT
2. Distinguish between achievement motivation and entrepreneurial motivation.
3. Write short notes on
  - a. Process of motivation
  - b. Entrepreneurial motivation
  - c. Qualities of an entrepreneur
  - d. Process of goal-setting

4. Justify the following statements.

a. "Achievement motivation is different from entrepreneurship motivation"

b. "EMT is a tool of developing entrepreneurial talents"

c. "Success of EMT depends upon strategic follow-up"

5. Answer the following questions

a. Bring out the difference between the AMT and EMT. Describe the process of motivation.

b. Describe the strategies for motivation development.

c. Describe the important qualities of an entrepreneur. Do you think that EMT can bring desirable personality changes in potential entrepreneurs?

6. Give two examples of the following as a source of entrepreneurship development.

a) Creativity

b) Innovativeness

c) Imagination

d) Perception

e) Intuition

f) Positive attitude

7. Interview two entrepreneurs in your city and prepare a case study with the following informs

a. Nature of business

b. Location of business

c. Description of products/services

d. Qualities of the entrepreneur

e. Motivating force of entering into the business

f. Future plans of the business

g. Market of the product

