

“We’re All Entrepreneurs Now”

“You have to think in an entrepreneurial way.
Be creative, add value, make yourself unique.
Focus on your life, and be sure you love what you do.”

Marshall Goldsmith, New York Times Million-Selling Author

**RESOURCEFUL
ENTREPRENEUR’S
GUIDE TO
BUSINESS
IN THE
21ST CENTURY**

Christine Miller

**HOW TO SUCCEED IN
CHALLENGING TIMES**

FOREWORD BY RENÉ CARAYOL, MBE

YOUR ULTIMATE RESOURCE GUIDE

Resourceful Entrepreneur's Guide to Business in the 21st Century

Introduction

By Christine Miller

This book is dedicated to all big-hearted, open-minded entrepreneurs, who lead businesses large and small, in every part of the world, in honour of your courage, resilience and determination to succeed.

The world needs more entrepreneurs. The word is out everywhere - reality TV programmes are inundated with applicants eager to form partnerships or gain investment funding, and politicians and leaders are telling us that we the people need to be more entrepreneurially minded. Yet there was a time, not too long ago, when the word 'entrepreneur' was pronounced with a degree of distaste in some circles. 'Trade' was definitely not seen as an aspirational sector in which to develop a career!

That perception has radically altered, and in the 21st Century, the world's most successful entrepreneurs are held up as positive role models for young people, and governments encourage entrepreneurship, courting successful business people as advisors on policy and strategy, hoping some of the financial and strategic savvy will rub off. A more collaborative model is emerging, where issues of corporate responsibility and sustainability are of great importance, and transparency is essential.

Resourceful Entrepreneur's Guide to Business in the 21st Century

UK Prime Minister David Cameron recently said:

*“We won't build the future we want to see in this country if we go back to the bad old days of big government spending, big borrowing and big debt. The recovery we need is a private sector-led recovery, a recovery with **'Made in Britain'** stamped all over it. We need to see a country where new businesses are starting up on every street, in every town; where entrepreneurs are everywhere.”*

Similar aspirations are expressed in many other parts of the world and business leaders and politicians are very clear in their assertions that it is business that will lift countries and continents back into growth and prosperity, and energise faltering economies.

In those faltering economies, where cutbacks and redundancies in the private sector are now being followed by euphemistically named “efficiencies” in the public sector, many of those employed by central and local government are either finding themselves unemployed or having to re-apply for jobs they have held for years. This means they are entering a competitive world where they need to establish their value, demonstrate their input and impact and justify their existence. In short, they have to sell themselves, and they are ill-equipped to do so, generally lacking the self-promotion and sales skills to present themselves in their best light. Unaware of their assets and resources, when unleashed on the job market, many flounder and do not know what to do for the best.

In another arena, the pressures and demands of corporate life are taking their toll on top talent; many senior executives are pondering their futures, considering if they really want to stay in a competitive, uncooperative cut-throat world where profit is the sole motivator, greed is acceptable, and their work holds little meaning. They then look for more meaningful work, even at a lower rate of pay, or move on to start their own ventures which allow them to collaborate rather than compete and the freedom to pursue their passions and preferences.

Resourceful Entrepreneur's Guide to Business in the 21st Century

Add to this the numbers of school leavers and graduates currently unemployed, and the combination of financial necessity, ethical and personal choice, and demographics means there is a pool of people with enthusiasm and energy who are finding it necessary to develop what we call entrepreneurial skills and attitudes. Whether that means starting their own enterprise or simply being more aware of how to sell themselves, the result is that **'we are all entrepreneurs now'**.

The pitfalls of going it alone, of becoming an entrepreneur, are many, and the failure rate is high. There is limited support available, and funding can be hard to come by these days. In the UK, as many as one in three businesses fail in their first three years¹ - conversely, this means that two thirds do succeed, and many do go on to thrive and prosper.

The advantages of being self-directed, having choice and responsibility, investing your time in something about which you are passionate, which directly impacts your life and benefits your family and community, are many. That is the joy of being your own boss.

Ventures are started by enthusiastic, committed people who want to make a difference. They have a big 'Why' - a vision for their idea, product or service to make a difference, a positive contribution to community and society, and their motives usually extend far beyond monetary success. It's this passion which carries a start-up entrepreneur through the challenges inherent in the whole process.

Such live wires with ideas and energy are unstoppable; and they can also get out of balance and find it very difficult to stay focussed on the activities that need to be planned and performed to make their vision happen. Learning to manage yourself and your mind, directing your thinking and attitude so you are in the optimal state for success, is perfectly possible, but it is not something we are taught in school.

1 Source: The Times UK 100 Business Case Studies

Resourceful Entrepreneur's Guide to Business in the 21st Century

It's for this purpose that **The Resourceful Entrepreneur Experience**, of which this book is an important component, has been developed. In '**The Resourceful Entrepreneur's Guide**' we have brought together, just for you, a collection of expert authors whose ideas and guidance can transform your business. The topics cover some of the most important aspects of being a resourceful entrepreneur and successfully building a business to be proud of, which will sustain you whilst it stretches you, and help you become the best you can be.

Whether you are a start-up or an established business, you'll find inspiring guidance and ideas to help you stay on track and think differently about yourself and your venture. The range of leaders and masters in their fields is comprehensive.

You will discover the astonishing transformational power of just one person's determination and persistence: confronted by extreme debt-ridden poverty in his native Bangladesh, Nobel Peace Prize winner **Muhammad Yunus** was driven to start a bank for the poor, and has gone on to transform many lives and bring relief for many millions. **Ricardo Semler**, world famous leadership expert from Brazil, and author of 'Maverick' and 'The Seven Day Weekend', shares his tips for effective delegation and successful collaboration. **Lord Andrew Mawson**, one of the foremost social entrepreneurs in the UK, talks about learning by doing and staying in touch with reality, whilst Robyn Pearce, time and efficiency expert, gives practical solutions for getting more done, faster.

Renowned Business Internet Marketing expert Nicola Cairncross and BBC broadcaster and Communications specialist Carole Spiers talk about different aspects of successful marketing, whilst Richard White describes how sales doesn't require a personality transplant. Bill O'Hanlon guides you to expert status through publishing your own book, Andy Smith gets to grip with goals that work, and Toby Buckle writes on how to stay true to yourself. Time Management expert Robyn Pearce helps you be more efficient. Lisa Wynn and Steve Nobel discuss finances and wealth from different perspectives, giving practical solutions for managing money and a view of the true meaning of wealth and the importance of having the right attitude to being wealthy. It's just like having a panel

Resourceful Entrepreneur's Guide to Business in the 21st Century

of mastermind experts on hand to guide you, a rich resource offering a breadth and depth of knowledge rarely found.

You can devour this book all at one sitting, then come back and dip into the chapters when you have a particular need, or simply choose those that appeal to you most, right now, and read and digest their wisdom - then, most importantly - put it into practice.

As an entrepreneur, you are a 'doer' - so read, reflect and then get right into action and make your business and life a true success - become the Ultimate Resourceful Entrepreneur. May your journey be fruitful and enjoyable; we wish you luck, love and prosperity along the way.

Christine Miller



To find out more about developing a Resourceful Mind
and becoming a Resourceful Entrepreneur see
www.resourcefulentrepreneur.com.

Resourceful Entrepreneur's Guide to Business in the 21st Century

Christine Miller MA FRSA

Christine is an entrepreneur, author, and results-orientated business and personal growth strategist, who inspires and supports people to create rich, fulfilling, compassionate lives of spirit and heart so that they spend more time doing what they love - and loving what they do.

Christine is renowned for her resourceful creativity and wisdom, her penetrating questions, insights, and ability to provoke transformational thinking and action for organisations and individual coaching and consulting clients worldwide.

As a sought-after expert in Organisational Transformation, Success and Leadership Development, Christine has over 25 years' service in Director level corporate and consulting roles in Marketing and Strategic Planning with major organisations.

Christine is Founder Editor and Publisher of ReSource Magazine, a world famous business and personal growth publication established in 2004, which features valuable broad and deep knowledge on success and transformation.

She has recently interviewed over 50 global leaders from all sectors about creating organisational shifts to a more sustainable, caring and responsible model, the results of which will be available in the form of a book, talks and workshops.

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Chapter 1

Prime Your Mind for Success

How to be a Resourceful Entrepreneur

by Christine Miller

Your Ultimate Resource – Your Resourceful State of Mind

“Though an inheritance of acres may be bequeathed, an inheritance of knowledge and wisdom cannot. The wealthy man may pay others for doing his work for him, but it is impossible to get his thinking done for him by another or to purchase any kind of self-culture.”

S. Smiles

The potential resource inherent in the human race, our wonderful mind and ability to think in advanced ways, is the most neglected asset on the planet. We can, with appropriate training and conditions, harness the power of people and their ability to think, create and act to solve our problems.

At present we don't have those appropriate conditions. We take care to educate people with facts and figures, and then we ask them to leave most of what they really know, their wisdom and knowledge - their real mind power - at home when they go to school, college or work.

What's more, we don't teach them how to think. We don't educate them in the *true* sense of the word² about how they can learn, enjoy

² From the Latin 'educere' meaning 'to draw out of'

Resourceful Entrepreneur's Guide to Business in the 21st Century

learning, and continue learning constantly. We only want the narrow, limited skill set or capacity that applies to the equally limited course or job we have allotted to them, steeped in a fear that too much imagination, innovation, or, heaven forbid, fun at school or work might break the system we've carefully implemented to control the process.

Although we pay lip service to 'our people' being the most important factor in an organisation's success, how often is it really true? Frequently, people have become 'operationalized' and serve as cogs and levers in a machine that seeks to perpetuate itself, even though there is increasing proof that it isn't working. In the meantime, the spirit of humankind is diminished and along with it the spirit of the workplaces they inhabit, resulting in a malaise and lack of care that reflects in the true wealth, morale and spirit of the organisation, of the nation, of the planet.

Spirit at Work

Spirit permeates all organisations from the largest to the smallest; we can usually 'sense' the spirit of a place and its people almost immediately. There are big differences in how that spirit shows up. It's possible to walk into a place and be moved by the vitality and joy that's in the air. We simply know that the place is alive and well and that the people in it are resourceful and thriving.

Sometimes the spirit of a place seems trapped and limited, and it confines rather than freeing the people. So we might not find the spirit of that organisation pleasurable or sustaining, and if we work in such a place, it is unlikely we will be able to achieve our full potential.

Resourceful Spirit

As individuals we all have a resourceful spirit, but life can wear us down and dim the primal brilliance we all possess. The institutions we move through as part of the process of 'growing up' are not truly designed to nurture our spirits and let them soar, but to suppress and rein in our individuality, so we become malleable, educable (on the

Resourceful Entrepreneur's Guide to Business in the 21st Century

terms of the establishments offering said 'education') and ultimately 'employable'. Unleash too many free spirits and the system as it stands can't cope, so it's not in the interests of monolithic organisations to encourage flourishing, curious, energetic people who question the status quo. Even though the huge individual resources released in this way could, correctly husbanded, be the *exact* transformational breakthrough which is so needed.

Out of the Box

Through our lives we are put into boxes convenient to the system, and this leads to huge waste of potential. People (just like you) really *are* limitlessly creative, though you might not think so to look at the average town or corporation, or even at the typical government. It's becoming obvious that we can't sustain this waste of talent, that resources are being squandered, of which the most tragic is the waste of human resource. It's equally obvious that we need to urgently address the situation.

We're All Entrepreneurs Now

These days what we need is an entrepreneurial spirit that enlivens individuals and organisations alike. A pioneering, innovative approach that encourages people to be resourceful – to think independently, to regard themselves as a valuable asset, and thus foster the development of multiple skills and talents of all persuasions so that the individual is fulfilled, with the larger organisation, the nation, humanity and the planet ultimately served by creativity and innovation.

With the advent of 'The Big Society', cuts in funding, and the need for greater personal responsibility and resilience, it's time to take a stand and develop yourself to the best of your ability. Your ability, your true potential is likely to be far beyond that of which you currently dream – let us show you how to achieve more than you have thought possible, and become who you need to be to achieve all you want to achieve.

Resourceful Entrepreneur's Guide to Business in the 21st Century

We live in a fiercely competitive world, where global choice is greater than ever before, and customers and clients have broader options and market intelligence readily (and instantly!) available through the Internet. Agility in spotting trends, organising and managing multiple ideas and strategies, and smart implementation are keys to success.

Several people I've interviewed recently for our magazine **ReSource** (including top US business coach **Marshall Goldsmith** and New York Times bestselling author and consultant **Marcus Buckingham**) have suggested that *'we're all entrepreneurs now'*. One unexpected current example in the UK is within the public sector, where funding cuts are changing the landscape dramatically. Situations are arising where employees, some of whom have been in their jobs for ten or fifteen years, are now obliged to re-apply for their existing posts - and are consequently required to 'sell' themselves again as the best possible candidate for the job. This requires the skill of knowing how to best position yourself, not something most public sector employees have previously had to consider. The ability to identify and promote your key assets, talents and expertise as benefits to your organisation thus becomes critical to successful job retention.

Transforming Business and Life

In this age of the changing world of work, when everyone, whether employed or running their own business, needs to adopt a more intelligently entrepreneurial mind-set, The Resourceful Mind helps fill a need for ways to develop clarity of thinking and effective methods to manage complexity and diversity, giving guidance and practical applications for being better in the business world - especially in the business of living productively and well.

Gifts, Talents andFailure?

There are many talented and gifted individuals whose abilities are undoubted, but they are not successful in terms of having a sustainable business which provides them with a good standard of

Resourceful Entrepreneur's Guide to Business in the 21st Century

living. They watch in frustration as others execute their ideas and projects and reap the rewards. They sometimes assume that success happens overnight and that they are unlucky or don't have the 'right' connections, so that's why they don't get the results they want so much. They are frustrated entrepreneurs, flitting from idea to idea, from seminar to seminar, buying into the latest technique or gizmo or software which they believe will transform their fortunes. But there are ways to transform this scenario.

Becoming a Resourceful Entrepreneur

Priming your mind for success and fulfilment

As a resourceful, successful entrepreneur, you know you need to be versatile, persistent and focused. You also need to be imaginative, quick witted and clear-thinking. You have to be able to orchestrate the mundane repetitive tasks that keep your show on the road - all the time keeping an eye on the bottom line - whilst retaining and developing your inspired vision for the future so you know where you are going, and what your purpose is. And you also need to stay open to new potential and shifts, keenly attuned to the rapid pace of change in our evolving world so you can adapt.

You have to manage relationships with staff, customers, suppliers, investors, partners, media and any other stakeholders in your organisation (and beyond), keep up to date with what's current in your sphere – and balance some time for personal relationships, family and leisure.

Inner and outer resources

“The Solution” has always been right where “you” are

You already have 'Inner Gold' within; often, that gold benefits from being drawn out, tempered and polished into a substance that withstands greater heat, pressure and buffeting, so you can thrive in challenging circumstances.

Resourceful Entrepreneur's Guide to Business in the 21st Century

By developing your Resourceful Intelligence you prime the brain for learning – you turn on the part of the brain that forms the super highway to rapid adoption of more productive, sustainable behaviours that make you more successful. This is a great asset in your development as a successful business person and entrepreneur.

8 Key Criteria for Resourceful Entrepreneurs

Imagine you are interviewing yourself for your job as a very successful, fulfilled and happy entrepreneur: think of the resources – the qualities, skills, and talents - you need. Who do you need to be and become to fill that role? Do the attitudes, beliefs and values you hold support you?

Describe how you currently meet the criteria below:

1. **Business acumen** – e.g. understanding what today's 'experience economy' requires - Learn how to be in the most resourceful states so you prosper yourself and others by making better decisions. Getting to the heart of challenges, spotting new opportunities, accurately predicting beneficial trends and creating more success and wealth for yourself and others through advanced cooperative intelligence – RQ™
2. **Building & maintaining fruitful relationships, both business and personal** – e.g. rapport, caring, love, empathy, flexibility, collaboration, co-creation, understanding what other people want and need and how helping them achieve their goals brings benefits to all.
3. **Authenticity and Trust** – e.g. being real – dropping the masks - transparency, honesty, openness and adaptability are critical components for today's successful entrepreneurs and businesses – there are no secrets any more, you have to be your authentic self, walk your talk and embody the spirit of your organisation – what do you stand for? Who do you stand for?

Resourceful Entrepreneur's Guide to Business in the 21st Century

4. **Persuading & Influencing with Impact and Integrity** – e.g. you need to be able to positively influence many people - family, children, friends, colleagues, clients, media - learn the psychology and key skills successful entrepreneurs use – understanding what makes people tick - what they never taught you in school about developing a powerful, magnetic presence based on mutual respect, compassion and genuine value
5. **Thinking** – e.g. taking personal responsibility for your thoughts - being resourceful, taking charge of and switching on the immense positive power of your mind – learning how your brain works, how it is 'plastic', how to change it for the better and how your thinking governs and can transform your life – allows you to stay a step ahead of the game - another thing they never taught you in school!
6. **Emotional resilience** – e.g. the ability to stay in balance, adapt, listen and respond appropriately even (or especially) when things get tough, making fair decisions despite adverse conditions
7. **Self-development** – e.g. understanding the positive difference it makes when you commit to transforming into who you need to become to achieve what you want to do, developing insight and self-awareness – offering the same opportunities for growth to your people - all organisations are made up of individual people who flourish and thrive through being nurtured and loved.
8. **Outstanding outcome orientation** – e.g. can balance long and short term needs and take account of consequences - doing well by doing good – recognising what is enough – fair and responsible values-based future visions - liking what you get versus getting what you think you'd like - the secret

Resourceful Entrepreneur's Guide to Business in the 21st Century

chemical reaction that helps you easily stay focused on your projects – is keeping the end in mind so your compass is fixed unwaveringly on where you want to be the best way? – becoming holistic - understanding the importance of inclusion, and consideration of the present and future wellbeing of all – adopting a people, planet, prosperity approach.

Ask yourself:

- Who am I doing this for?
- What do I really, really want?
- What's the purpose?
- Where am I now?
- Where do I want to be?
- What prevents me?
- What else do I need?
- How will I achieve this?
- Who else can help me?
- What will happen if I do?
- What will happen if I don't?
- Is it okay to be successful?
- What does success mean to me?
- Who do I need to become to achieve what I want to achieve?

Being a resourceful entrepreneur

You know now that the resourceful entrepreneur is versatile, agile and fast – someone who can adjust to the constantly changing demands of a world which shifts not just from day to day, but often from moment to moment. This requires energy, persistence, and enthusiasm which are underpinned by inner strength and self-awareness, and ability to build and sustain relationships.

Resourceful Entrepreneur's Guide to Business in the 21st Century

A resourceful entrepreneur also requires imagination, analytical skills and action – ideas have to be **implemented** in order for anything to happen, otherwise our entrepreneur inhabits fantasy land and possesses an empire existing only on paper. Many highly creative entrepreneurs are abundant in their ideas, yet find it a challenge to actually get their projects to fly, or to maintain them in the longer term.

For you as an entrepreneur, this is where developing a Resourceful Mind is of key importance; it will assist you in fulfilling the criteria for being a successful entrepreneur, and also bring more balance and enjoyment into your life overall. After all, we start our businesses because we are passionate about our ideas, and because we want to liberate ourselves from the limits of a 'job'.

Once you've asked yourself these important questions, reflected on them, and noticed their implications, you will understand the importance of priming your mind for success and fulfilment. Re-connecting with what your business means to you and to the world, from a mind-set which allows you to be creative yet practical and put the full force of all your resources into action for success is a crucial step in becoming the truly resourceful person you have always secretly known you can be.

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