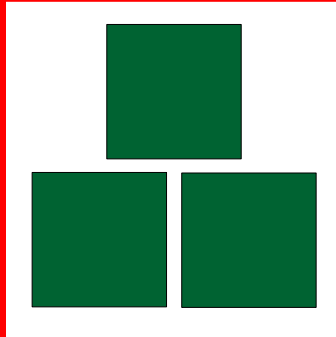


HIGHLIGHTS OF ENTREPRENEURSHIP, LEADERSHIP, AND MANAGEMENT - THE DISCIPLINES OF ENTERPRISHIP



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THE BUSINESS LEADERSHIP DEVELOPMENT CORPORATION

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HIGHLIGHTS OF ENTREPRENEURSHIP, LEADERSHIP, AND MANAGEMENT - THE DISCIPLINES OF ENTERPRISHIP

Enterpriship consists of the entrepreneurship, leadership, and management disciplines within which are distinct roles. The roles are either appointed or emerge through need. The disciplines are shared between entrepreneurs, executives, managers, and others in an enterprise. Anybody can turn innovative ideas into value, attract followers, and apply resources to activities to get results if they so choose.

A discipline is field of study and a system of rules governing activities; competence is characterized by knowledge, skills, and experience in the field. Enterpriship competencies include:

- Entrepreneurship - starting, developing, and assuming risk for an enterprise
- Leadership - aspiring, inspiring, and motivating
- Management - directing and controlling events and activities of an enterprise
- Intrapreneurship - fostering a culture of change within an enterprise

Enterprises consist of one or more organizational units. A role within an organizational unit, such as a manager or supervisor, has a certain authority to command or influence within an area of delegated responsibility and span of control. The area can be a business unit, business line, or product line, subdivided as divisions, departments, plants, and branches. Responsibility within the area includes portfolios of activities, which consist of people, processes and functions, and products and/or services, with custody of assets. Individuals are accountable to higher authorities when they are required to report actual performance against plans and policies.

Definitions of roles:

- Entrepreneur - organizes, operates, and assumes risk for an enterprise
- Leader - sets direction that others will follow through commands or influence
- Intrapreneur - agent of change
- Management - overall authority and responsibility for directing and controlling events and activities as a team
- Executive - top line of management and official representative of an enterprise
- Manager - member of the management team, with a well defined area of responsibility in a reporting line to an executive, either as an official or non-official representative of an enterprise
- Entrepreneurial - transforming innovative ideas into value with both a product and/or services and a process orientation
- Leadership - setting direction that others will follow with a people orientation
- Managerial - applying resources to activities to achieve results with a process orientation

Key points:

1. Entrepreneurs intend to earn profits in businesses ("for profit" enterprises) or to give back to the community through not-for-profit associations
2. Entrepreneurs operate in unstructured environments, where there is little or no hierarchy
3. Intrapreneurs operate within structured environments, where there is well-defined hierarchy
4. Managers are responsible for processes in both unstructured and structured environments, which may include the assignment of people resources, but not necessarily
5. Leaders can exist anywhere in the organization from executives to team leaders within functions
6. Managers must be leaders when they are responsible for people

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About Nigel A.L Brooks...

Nigel A.L Brooks is a management consultant to entrepreneurs, business enterprise owners, executives, and managers, and the enterprises they serve. He specializes in developing the entrepreneurial, leadership, and managerial competencies that build sustainable advantage from vision to value. He is an author and a frequent speaker.

He obtained his professional experience as a partner at Andersen Consulting (now Accenture, Ltd.), as a vice president at Booz Allen Hamilton, Inc. (now Booz and Company), as a senior vice president at the American Express Company, as president of Javazona Cafés, Inc., and as president of The Business Leadership Development Corporation. He has been a contributing editor for the Bank Administration Institute magazine, and has served on boards of entrepreneurial networks. He was educated at the University of Exeter, Devon, United Kingdom.

His clients are in the financial services, food services, high-tech, manufacturing and distribution, pharmaceuticals, oil and gas, professional services, retail and wholesale, transportation, and government industries.

He has experience in North and Latin America, Europe and Asia-Pacific.

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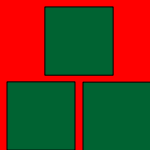
About The Business Leadership Development Corporation (BLD)...

The Business Leadership Development Corporation is a professional services firm that works with entrepreneurs, lifestyle business enterprise owners, executives, and managers, and the enterprises they serve.

BLD develops entrepreneurial, leadership, and managerial competencies that achieve performance excellence by *building sustainable advantage from vision to value*[™] through:

- Strategic Management Consulting
- Executive Coaching and Mentoring
- Professional Training via The Center For Business Leadership Development (CBLD)
- Motivational Speaking

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