

# JA Be Entrepreneurial™ Supplemental Session A

## Entrepreneurship—Is It for Me?

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# Acknowledgments

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## **Consultant**

JA Worldwide expresses its gratitude to Larry Farrell, Entrepreneurship Consultant, Chairman, The Farrell Company, Staunton, VA. His expertise in business and entrepreneurship has significantly enhanced the quality of this program.

# Entrepreneurship—Is It for Me?

## Overview

Students are introduced to entrepreneurship and its advantages and disadvantages.

## Objectives

Students will be able to:

- Answer the questions: what is an entrepreneur and do I want to be one?
- Evaluate advantages and disadvantages of entrepreneurship.

## Preparation

This session is intended as a supplement to the *JA Be Entrepreneurial* program. For more information about the program, refer to the complete program material or contact your local JA office. For contact information, visit [www.ja.org/near/near.shtml](http://www.ja.org/near/near.shtml).

Review the session and list of materials. Discuss with the teacher how best to organize the students into pairs and arrange the room for the activity.

Become familiar with the term discussed in the session. If possible, post the Key Term in a visible place in the classroom.

Copy the Career Cluster Sheets, or arrange for Internet access for the class to visit the JA Student Center at <http://studentcenter.ja.org/>.

## Recommended Time

This session typically takes 45 minutes to complete. Ask the teacher to help you keep track of the time.

## Materials

- Junior Achievement Banner
- Table Tents (1 per student)
- Entrepreneur or Employee? Worksheets (1 per student)
- Career Cluster Sheets or Computer with Internet Access (1 set per student)
- Pens or Pencils (1 per student)

### Concepts

Employee  
Entrepreneur  
Owner

### Skills

Analyzing information  
Categorizing data  
Evaluating  
alternatives  
Oral and written  
communication  
Reading for  
understanding  
Working in pairs

# Presentation

## Introduction

Greet the students. Distribute the Table Tents.

Ask the students to review what they have learned about entrepreneurship and starting a business during the *JA Be Entrepreneurial* program.

Explain that now they will consider advantages and disadvantages of being an entrepreneur. Tell the students that they will examine options they have in the workforce.

## Activity

### Entrepreneur or Employee?

Define **entrepreneur** as indicated in the margin. Distribute an Entrepreneur or Employee? Worksheet to each student.

Distribute a set of Career Cluster Sheets to each student, or provide the same material via the Internet:

At the JA Student Center, <http://studentcenter.ja.org/>, ask the students to select the Find a Career graphic, then to choose and click on one of the Career Clusters. On the selected career cluster page, have them click on Industry Information, and then select a pathway and choose a career. Ask the students to record their selections in the space provided on the Worksheet.

Ask a volunteer to read aloud the Entrepreneurship: Advantages and Disadvantages instructions on the worksheet.

Ask volunteers to share their responses for each of the four categories. Ask the students to weigh the advantages and disadvantages of being an employee versus being an owner. Poll the class to see how many students want to own their own business as a result of this comparison. Ask volunteers for specific reasons.

Provide personal and local examples of successful entrepreneurs. If applicable, compare personal advantages and disadvantages of being your own boss compared to being an employee.

## Summary and Review

Briefly review the Key Term introduced in the session. Remind the students that there are advantages and disadvantages to being an entrepreneur. To be successful, there are qualities and skills entrepreneurs must develop.

Thank the students for their participation. Collect the Table Tents and leave them with the teacher.

Introduction  
Time  
10 minutes

Activity Time  
30 minutes

Key Term  
**Entrepreneur:** A  
person who creates  
and organizes a new  
business.

Summary and  
Review Time  
5 minutes.

## **Session Outline**

### **Introduction**

- Greet the students, and distribute the Table Tents.
- Define entrepreneur.

### **Activity**

- Conduct the Entrepreneur or Employee? activity.
- Discuss personal and local examples of entrepreneurs and the comparison between an entrepreneur and an employee.

### **Summary and Review**

- Briefly review the Key Term introduced in the session.
- Thank the students for their participation.

# Entrepreneur or Employee? Worksheet

**Instructions:** If using the Internet, visit the JA Student Center, <http://studentcenter.ja.org/>.

- Select the Find a Career graphic.
- Choose and click on one of the Career Clusters.
- On the selected career cluster page, click on Industry Information.
- Select a pathway and choose a career.

In the space provided, record the name of the Career Cluster, Pathway, and Career you chose from the Career Cluster Sheets:

Career Cluster: \_\_\_\_\_

Pathway: \_\_\_\_\_

Career: \_\_\_\_\_

## Entrepreneurship: Advantages and Disadvantages

Instructions: Imagine what your life would be like working in your selected career, and then imagine what it would be like owning a business within that same career cluster or pathway. How would your life be different as an employee in that career compared to owning the business?

Record the advantages and disadvantages of being an employee versus an owner.

Employee		Owner	
Advantages	Disadvantages	Advantages	Disadvantages
Example: I am paid whether the business makes a profit or not.	Example: My job could end; I have no control over my job security.	Example: I am my own boss.	Example: I am taking a financial risk.
1.	1.	1.	1.
2.	2.	2.	2.
3.	3.	3.	3.

# Career Cluster Sheets

## Agriculture, Food, and Natural Resources

### Pathway:

Food Products and Processing

#### Career Opportunities:

Agricultural Salesperson  
Bacteriologist  
Dietician/Nutritionist  
Food/Drug Inspector  
Food Broker  
Food Supervisor

Food Scientist  
Meat Processor  
Meat Science Researcher  
Produce Buyer  
Quality Control Specialist  
Storage Supervisor  
Toxicologist

### Pathway:

Natural Resources Systems

#### Career Opportunities:

Commercial Fisherman  
Ecologist  
Fish/Game Officer  
Fish Hatchery Manager  
Fisheries Technician  
Fishing Vessel Operator  
Forest Technician

Geologist  
Hydrologist  
Mining Engineer  
Park Manager  
Range Technician  
Soil Geology Technician  
Water Monitoring Technician  
Wildlife Manager

### Pathway:

Animal Systems

#### Career Opportunities:

Agricultural Educator  
Animal Caretaker  
Animal Nutritionist  
Animal Scientist  
Dairy Producer  
Embryo Technologist  
Embryo Transfer Technician  
Feedlot Specialist  
Livestock Geneticist  
Livestock Inspector  
Pet Shop Operator  
Reproductive Physiologist  
Veterinarian  
Veterinary Assistant  
Wildlife Biologist

### Pathway:

Plant Systems

#### Career Opportunities:

Agriculture/Food Scientist  
Agricultural Journalist  
Aquaculturalist  
Biotechnology Laboratory Technician  
Botanist  
Commodity Marketing Specialist  
Crop/Farm Manager  
Education/Extension Specialist  
Farmer  
Forest Geneticist  
Plant Breeder/Geneticist  
Plant Pathologist  
Rancher  
Soil/Water Specialist  
Tree Surgeon

### Pathway:

Environmental Service Systems

#### Career Opportunities:

Environmental Compliance Assurance Manager  
Environmental Sampling Scientist/Technician  
Hazardous Materials Removal Specialist  
Health/Safety Officer  
Pollution Prevention/Control Technician  
Solid Waste Technician  
Toxicologist  
Water Environment Manager  
Water Quality Manager

### Pathway:

Agribusiness Systems

#### Career Opportunities:

Agricultural Chemical Dealer  
Agricultural Commodity Broker  
Agricultural Economist  
Agricultural Products Buyer  
Animal Health Products Distributor  
Dairy Herd Supervisor  
Farm Investment Manager  
Farm Manager  
Farmer  
Feed/Supply Store Manager  
Field Representative (Bank, Insurance Company, Government Program)  
Livestock Rancher/Breeder  
Livestock Seller  
Rancher

### Pathway:

Power, Structural, and Technical Systems

#### Career Opportunities:

Agricultural Engineer  
Communication Service Technician  
Electronics Systems Technician  
Equipment Maintenance Technician  
Laboratory/Parts Manager  
Laboratory Specialist  
Machine Operator  
Machinist  
Recycling Technician  
Waste Water Treatment Plant Operator  
Welder

# Architecture and Construction

## Pathway:

Design/Pre-Construction

### Career Opportunities:

Architect  
Building Code Official  
Civil Engineer  
Architectural/Civil Drafter  
Computer-Aided Drafter  
Electrical Engineer  
Engineering Technician

Environmental Designer

Interior Designer  
Landscape Architect  
Landscape Designer  
Materials Engineer  
Mechanical Engineer  
Surveyor

## Pathway:

Construction

### Career Opportunities:

Builder  
Carpenter  
Construction Foreman  
Construction Manager  
Electrician  
Estimator  
General Contractor  
Landscape/Groundskeeper

Mason  
Painter  
Paperhanger  
Plumber  
Project Inspector  
Security/Fire Alarm Systems  
Installer  
Sheet-Metal Worker  
Tile/Marble Setter

### Career Opportunities:

Concrete Finisher  
Construction Inspector  
Demolition Engineer  
Elevator Installer  
Equipment/Material Manager  
Facilities Engineer  
General Maintenance Contractor  
Hazardous Materials Removal Specialist

## Pathway:

Maintenance and Operations

Heating/Ventilation/Air-  
Conditioning/Refrigeration Mechanic  
Maintenance Estimator  
Operating Engineer  
Planner/Scheduler  
Safety Director  
System Installer  
Wastewater Maintenance Technician



# Arts, Audio-Video Technology, and Communication

## **Pathway:**

Printing Technologies

## **Career Opportunities:**

Desktop Publishing Specialist  
Prepress Technician  
Printer  
Printing Machine Operator

## **Pathway:**

Performing Arts

## **Career Opportunities:**

Actor  
Dancer/Choreographer  
Musician/Singer/Music Director/Composer  
Producer/Director  
Television/Motion Picture Camera Operator  
Television/Motion Picture Editor

## **Pathway:**

Telecommunications technologies

## **Career Opportunities:**

Computer/Information Scientist  
Computer Systems Analyst  
Database Administrator  
Line Installer/Repair Technician  
Network System/Data Communications Analyst  
Radio/Telecommunications Technician

## **Pathway:**

Audio and Video Technologies

## **Career Opportunities:**

Animator  
Audio-Video Equipment Technician  
Audio-Video System Service Technician  
Broadcast Technician  
Chief Engineer/Transmission Engineer/Broadcast Field Supervisor  
Field Technician  
Radio Operator  
Recording Engineer  
Sound Engineering Technician  
Sound/Rerecording Mixer

## **Pathway:**

Journalism and Broadcasting

## **Career Opportunities:**

Announcer  
Audio-Video Equipment Technician  
Broadcast Technician  
Chief Engineer/Transmission Engineer/Broadcast Field Supervisor  
Editor  
News Analyst/Reporter/Correspondent  
Radio Operator  
Sound Engineering Technician/Recording Engineer  
Sound Mixer/Rerecording Mixer  
Writer/Technical Writer

## **Pathway:**

Visual Arts

## **Career Opportunities:**

Archivist/Curator  
Art Director  
Artist  
Conservator/Museum Technician  
Designer  
Fashion Designer  
Floral Designer  
Graphic Designer  
Interior Designer  
Photographer  
Set/Exhibit Designer  
Visual Merchandiser

# Business, Management, and Administration

## Pathway:

Business Analysis

## Career Opportunities:

Budget Analyst  
Business Analyst  
eCommerce Analyst  
Marketing Analyst  
Price Analyst

## Pathway:

Administrative and Information Support

## Pathway:

Financial Management and Accounting

## Career Opportunities:

Administrative Assistant  
Communications Equipment Operator  
Computer Operator  
Customer Service Assistant  
Data Entry Specialist  
Desktop Publisher  
Dispatcher

Executive Assistant  
Information Assistant  
Office Manager  
Receptionist  
Shipping/Receiving Agent  
Stenographer  
Typist  
Word Processor

## Career Opportunities:

Accountant  
Accounting Clerk  
Accounting Supervisor  
Assistant Treasurer  
Auditor  
Billing Clerk  
Billing Supervisor

## Career Opportunities:

Bookkeeper  
Budget Analyst  
Chief Financial Officer  
Controller  
Finance Director  
Payroll Clerk  
Price Analyst  
Treasurer

## Pathway:

Human Resources

## Pathway:

Management

## Pathway:

Marketing Information Management and Research

## Career Opportunities:

Affirmative Action Coordinator  
Compensation/Benefits Manager  
Conciliator/Mediator/Arbitrator  
Corporate Trainer  
Employee Assistance Plan Manager  
Employer Relations Representative  
Employment/Placement Manager  
Equal Employment Opportunity Specialist  
Human Resources Assistant  
Human Resources Manager  
Industrial Relations Director  
International Human Resources Manager  
Pay Equity Officer  
Personnel Recruiter  
Training/Development Manager

## Career Opportunities:

Accounting Manager  
Billing Manager  
Business/Development Manager  
Chief Executive Officer/Chief Operations Officer/Chief Financial Officer  
Compensation/Benefits Manager  
Credit/Collections Manager  
Facilities Manager  
General Manager  
Hospital Manager  
Meeting/Convention Planner  
Operations Manager  
Public Relations Manager  
Risk Manager  
Sports/Entertainment Manager

## Career Opportunities:

Art Director  
Copywriter  
Customer Service Supervisor  
Demonstrator/Product Promoter  
eCommerce Entrepreneur  
eCommerce Manager  
International Distribution Manager  
International Marketing Manager/Supervisor  
Marketing Manager  
Marketing Survey Researcher/Analyst  
Media Coordinator  
Public Relations Specialist  
Research and Development Manager  
Sales Manager  
Salesperson  
Telemarketer

# Education and Training

**Pathway:**  
Professional Support Services

**Career Opportunities:**  
Counselor  
Parent Educator  
Psychologist (Clinical,  
Developmental, Social)  
Social Worker  
Speech-Language Pathologist

**Pathway:**  
Administration and Administrative Support

**Career Opportunities:**  
Administrator  
College President  
Curriculum Developer  
Dean  
Education Researcher  
Instructional Coordinator  
Instructional Media Designer  
Principal  
Superintendent  
Test Measurement Specialist

**Pathway:**  
Teaching and Training

**Career Opportunities:**  
Coach  
College/University  
Lecturer/Professor  
Human Resources Trainer  
Preschool/Kindergarten/  
Elementary/Secondary  
School Teacher  
Special Education  
Teacher/Aide  
Teacher

# Finance

**Pathway:**  
Insurance Services

**Career Opportunities:**

Actuary  
Claims Agent  
Examiner/Investigator  
Insurance Appraiser  
Processing Clerk  
Underwriter

**Pathway:**  
Financial and Investment Planning

**Career Opportunities:**

Brokerage Clerk  
Development Officer  
Investment Advisor  
Personal Financial Advisor  
Securities/Commodities  
Sales Agent  
Tax Preparer

**Pathway:**  
Banking and Related Services

**Career Opportunities:**

Abstractor  
Bill/Account Collector  
Credit Analyst  
Credit Report Provider  
Customer Service Representative  
Debt Counselor  
Internal Auditor  
Loan Officer  
Teller  
Title Researcher/Examiner

**Pathway:**  
Business Financial Management

**Career Opportunities:**

Accountant/Auditor  
Collector  
Financial Analyst  
Revenue Agent  
Tax Examiner  
Treasurer/Controller/Chief

# Government and Public Administration

**Pathway:**  
Foreign Service

**Career Opportunities:**  
Diplomatic Courier  
Economic Officer  
Foreign Service Officer  
Political Officer

**Pathway:**  
Planning

**Career Opportunities:**  
Census Clerk  
Census Enumerator  
Chief of Vital Statistics  
Commissioner/Director  
(Various Agencies)  
County Director

**Career Opportunities:**  
Economic Development  
Coordinator  
Federal Aid Coordinator  
Global Imaging Systems  
Specialist  
Program Associate  
Urban/Regional Planner

**Career Opportunities:**  
Aviation Safety Officer  
Bank Examiner  
Business Regulation Investigator  
Cargo Inspector  
Chief of Field Operations  
Code Inspector/Officer

Customs/Border Protection Officer  
Election Supervisor  
Enforcement Specialist  
Equal Opportunity Officer  
Immigration Officer  
Regulatory Director

**Pathway:**  
Regulation

**Pathway:**  
Governance

**Career Opportunities:**  
Assistant/Deputy/Chief of Staff  
Cabinet-Level Secretary  
(Federal/State)  
Commissioner  
(County/City/State Agency)  
Congressional Aide  
Congressional Representative  
(Federal/State)  
Governor  
Legislative Assistant  
Legislator  
Lieutenant Governor  
Lobbyist  
Mayor  
Policy Advisor  
President  
Senator (Federal/State)  
Vice President

**Pathway:**  
Revenue and Taxation

**Career Opportunities:**  
Assessor  
Inspector General  
Internal Revenue  
Investigator  
Revenue Agent/Officer  
Tax Attorney  
Tax Auditor  
Tax Examiner  
Tax Policy Analyst

**Pathway:**  
Public Management and Administration

**Career Opportunities:**  
City Council Member  
City Manager  
City/County Clerk  
Court Administrator/Clerk  
Executive Director/Officer of a  
Foundation/Charitable  
Organization/  
Industrial Foundation  
General Service Officer  
Management Analysis Officer  
Program Administration Officer

**Pathway:**  
National Security

**Career Opportunities:**  
Air Defense Artillery Specialist  
Combat Aircraft Pilot/Crew  
Combat Engineer  
Combat Operations Officer  
Cryptographer  
Electronic Warfare Operations  
Officer  
Infantry Field Artillery Specialist  
Intelligence/Counterintelligence  
Specialist  
Military Officer  
Missile/Space Systems Specialist  
Munitions Specialist  
National Security Advisor  
Nuclear Weapons Specialist  
Special Forces Member  
Submarine Officer

# Health Science

**Pathway:**  
Support Services

**Pathway:**  
Health Information

**Career Opportunities:**  
Facilities Manager  
Food Service Worker  
Hospital Maintenance Engineer  
Occupational Health and Safety Specialist/Technician  
Transport Technician

**Career Opportunities:**  
Admissions Clerk  
Health Educator  
Health-Care Administrator  
Medical Billing Representative  
Medical Librarian  
Medical Records/Health Information Technician  
Patient Advocate  
Patient Financial Services Representative  
Public Health Educator  
Social Worker

**Pathway:**  
Biotechnology Research and Development

**Pathway:**  
Therapeutic Services

**Pathway:**  
Diagnostics Services

**Career Opportunities:**  
Biochemist  
Biomedical Chemist  
Cardiovascular Technologist  
Cell Biologist  
Clinical Trials Research Coordinator  
Geneticist  
Genetics Lab Assistant  
Microbiologist  
Molecular Biologist  
Pharmaceutical Scientist  
Quality Assurance Technician  
Quality Control Technician  
Regulatory Affairs Specialist  
Research Scientist  
Toxicologist

**Career Opportunities:**  
Chiropractor  
Dental Assistant/Hygienist  
Dentist  
Dietician  
Emergency Medical Technician (EMT)  
Exercise Physiologist  
Home Health Aide  
Licensed Practical Nurse  
Occupational Therapist  
Optometrist  
Physical Therapist  
Physician Assistant  
Physician Assistant  
Recreation Therapist  
Registered Nurse

**Career Opportunities:**  
Cardiovascular Technologist  
Clinical Lab Technician  
Computer Tomography (CT) Technologist  
Electrocardiographic (EKG) Technician  
Electroencephalographic (EEG) Technologist  
Exercise Physiologist  
Geneticist  
Magnetic Resonance Imaging (MRI) Technologist  
Mammographer  
Medical Technologist  
Nuclear Medicine Technologist  
Nutritionist  
Radiographer/Radiologic Technologist  
Sonographer

# Hospitality and Tourism

**Pathway:**  
Lodging

**Career Opportunities:**

Bell Captain  
Concierge  
Executive Housekeeper  
Food Service Manager  
Front Desk Employee  
Front Desk Supervisor  
Front Office Manager  
General Manager  
Housekeeper  
Laundry Attendant  
Maintenance Worker  
Reservations Clerk  
Reservations Supervisor  
Security Director  
Shift Supervisor  
Van Driver

**Pathway:**  
Travel and Tourism

**Career Opportunities:**

Convention Services Manager  
Director of Convention/Visitors Bureau  
Director of Marketing/Advertising  
Director of Sales  
Director of Tourism Development  
Director of Visitor Services  
Events Manager  
Nature Tourism Coordinator  
Special Events Producer  
Tour/Travel Coordinator  
Tour Guide  
Travel Agent (Commercial/Vacation)  
Visitor Center Counselors  
Welcome Center Supervisor

**Pathway:**  
Recreation and Attractions

**Career Opportunities:**

Club Manager  
Club Equipment/Facility Maintenance Worker  
Club Event Planner  
Club Membership Developer  
Fair/Festival Event Planner  
Fair/Festival Facility Manager  
Historical/Cultural Site Exhibit Developer  
Lodging Manager  
Museum/Zoo/Aquarium Animal Trainer/Handler  
Museum/Zoo/Aquarium Exhibit Developer  
Parks/Gardens Director  
Parks/Gardens Activity Coordinator  
Parks/Gardens Security Officer  
Parks/Gardens Ranger  
Theme Park/Amusement Park Ride Operations Manager

**Pathway:**  
Restaurants and Food/Beverage Services

**Career Opportunities:**

Baker  
Banquet Server  
Banquet Setup Employee  
Caterer  
Catering/Banquet Manager  
Chef/Cook  
Cocktail Server  
Executive Chef  
Food/Beverage Manager  
Food Server  
Host  
Kitchen Manager  
Maitre d'  
Pastry/Specialty Chef  
Restaurant Owner/Manager  
Wine Steward

# Human Services

## Pathway:

Personal Care Services

## Pathway:

Consumer Services

### Career Opportunities:

Barber  
Cosmetologist  
Electrologist  
Funeral Director/Mortician  
Massage Therapist  
Nail Technician/Manicurist/Pedicurist  
Personal/Home Care Aide  
Personal Trainer  
Skin Care Specialist/Esthetician  
Spa Attendant

### Career Opportunities:

Banker  
Certified Financial Planner  
Consumer Affairs Officer  
Consumer Credit Counselor  
Customer Service Representative  
Employee Benefits Representative  
Financial Advisor  
Hospital Patient Accounts Representative  
Insurance Representative  
Investment Broker

## Pathway:

Family and Community Services

## Pathway:

Early Childhood and Development Services

## Pathway:

Counseling and Mental Health Services

### Career Opportunities:

Adult Day-Care Coordinator  
Adult Day-Care Worker  
Community Housing Service Worker  
Community Service Director  
Emergency/Relief Worker  
Geriatric Service Worker  
Human Services Assistant  
Leisure Activities Coordinator  
Licensed Professional Counselor  
Religious Activities/Education Programs Director  
Religious Leader  
Social/Human Services Assistant  
Social Services Worker  
Vocational Rehabilitation Counselor  
Volunteer Coordinator

### Career Opportunities:

Child-Care Facilities Director  
Child-Care Worker  
Family Educator  
Nanny  
Preschool Teacher  
Teacher Assistant

### Career Opportunities:

Career Counselor  
Clinical/Counseling Psychologist  
Counselor  
Employment Counselor  
Industrial/Organizational Psychologist  
Marriage/Child/Family Counselor  
Mental Health Counselor  
School Counselor  
Substance Abuse/Behavioral Disorder Counselor  
Vocational Rehabilitation Counselor



# Information Technology

## Pathway:

Programming and Software Development

## Career Opportunities:

Computer Programmer  
Computer Engineer  
Design Engineer  
Programmer Analyst  
Test Engineer

**Pathway:**  
Information Support and Services

## Career Opportunities:

Application Integrator  
Call Center Support Representative  
Database Administrator  
Desktop Publisher  
Documentation Specialist  
eBusiness Specialist  
Electronic Publications Specialist  
Instructional Designer  
Online Publisher  
PC Systems Coordinator  
Product Support Engineer  
Security Expert  
System Architect  
Systems Designer  
Technical Communicator

**Pathway:**  
Network Systems

## Career Opportunities:

Data Communications Analyst  
Information Systems Administrator  
Information Systems Operator  
Information Technology Engineer  
Network Engineer  
Operations Analyst  
PC Support Specialist  
Security Analyst  
Systems Administrator/Engineer  
Systems Analyst/Architect  
Technical Support Specialist  
Technician  
Telecommunications Network Technician  
Transport Administrator  
User Support Specialist

**Pathway:**  
Interactive Media

## Career Opportunities:

2D/3D Artist  
Administrator  
Animator  
Architect  
Audio/Video Engineer  
Authoring Specialist  
Designer  
Media Specialist  
Media/Instructional Designer  
Page Developer  
Producer  
Site Developer  
Streaming Media Specialist  
Virtual Reality Specialist  
Webmaster

# Law, Public Safety, and Security

**Pathway:**  
Emergency and Fire Management

**Pathway:**  
Legal Services

## Career Opportunities:

Dispatcher  
Emergency Management/  
Response Coordinator  
Emergency Medical  
Technician (EMT)  
Firefighter  
Hazardous Materials  
Responder

## Career Opportunities:

Attorney  
Case Management Specialist  
Court Reporter  
File/Document Manager  
Information Officer  
Judge  
Law Clerk  
Legal Secretary  
Mediator/Arbitrator  
Paralegal

**Pathway:**  
Law Enforcement Services

**Pathway:**  
Corrections Services

**Pathway:**  
Security and Protective Services

## Career Opportunities:

Animal Control Officer  
Bomb Technician  
Child Support/Missing Persons  
Investigator  
Criminal Investigator/Special Agent  
Criminal Investigator/FBI Agent  
Highway Patrol Pilot  
Immigration/Customs Inspector  
Park Ranger  
Police Officer/Detective  
Police/Fire/Ambulance Dispatcher  
Private Detective/Investigator  
Sheriff/Deputy Sheriff  
Transit/Railroad Police  
U.S. Marshal/Federal Air Marshal  
Unemployment Fraud Investigator

## Career Opportunities:

Case Manager  
Community Corrections  
Practitioner  
Corrections Educator  
Corrections Officer  
Detention Deputy  
Facility Maintenance  
Worker/Transport Officer  
Jail Administrator  
Probation/Parole Officer  
Public Information Officer  
Warden  
Youth Services Worker

## Career Opportunities:

Armored Car Guard  
Computer Security Specialist  
Control Center Operator  
Corporate/Agency Security Director  
Industrial Espionage Security Specialist  
Lifeguard/Ski Patrol  
Loss Prevention/Security Manager  
Physical Security Specialist Consultant  
Private Detective/Investigator  
Security Systems Designer/Consultant  
Security Systems Technician  
Transportation Security Supervisor  
Uniformed Security Officer (Armed)

# Manufacturing

## Pathway:

Quality Assurance

## Career Opportunities:

Calibration Technician  
Inspector/Tester  
Process Control Technician  
Quality Control Technician  
Quality Engineer

## Pathway:

Health, Safety, and Environmental Assurance

## Pathway:

Logistics and Inventory Control

## Career Opportunities:

Environmental Engineer  
Environmental Specialist  
Health/Safety Representative  
Safety Engineer  
Safety Technician

## Career Opportunities:

Communications/Transportation/Utilities Manager  
Dispatcher  
Freight/Stock/Material Mover  
Logistical Engineer  
Production/Planning/Expediting Clerk  
Traffic Manager

## Pathway:

Manufacturing Production Process Development

## Pathway:

Production

## Pathway:

Maintenance, Installation, and Repair

## Career Opportunities:

Design Engineer  
Electrical/Electronic Technician  
Electronics Engineer  
Engineering Technician  
Industrial Engineering  
Manufacturing Engineer  
Power Generator/Reactor Plant Operator  
Precision Inspector/Tester/Grader  
Production Manager  
Purchasing Manager/Buyer/Agent

## Career Opportunities:

Assembler  
Automated Manufacturing Technician  
Bookbinder  
Calibration Technician  
Hoist/Winch Operator  
Instrument Maker  
Machinist  
Medical Appliance Maker  
Millwright  
Packer/Packager  
Painter  
Pattern/Model Maker  
Sheet-Metal Worker  
Tool/Die Maker  
Welder

## Career Opportunities:

Biomedical Equipment Technician  
Boilermaker  
Computer Maintenance Technician  
Electrical Equipment Installer/Repairer  
Industrial Maintenance Mechanic  
Instrument Control Technician  
Laser Systems Technician  
Major Appliance Repair Technician  
Plumber/Pipe Fitter/Steam Fitter  
Security System Installer/Technician

# Marketing, Sales, and Services

**Pathway:**  
Management and Entrepreneurship

**Career Opportunities:**

Chief Executive Officer  
Entrepreneur  
President  
Proprietor  
Small Business Owner

**Pathway:**  
Buying and Merchandising

**Career Opportunities:**

Clerk  
Department Manager  
Operations Manager  
Purchasing  
Manager/Buyer/Purchasing Agent

**Career Opportunities:**

Retail Marketing Coordinator  
Sales Associate  
Sales Manager  
Store Manager  
Visual Merchandise Manager

Shipping/Receiving Administrator  
Shipping/Receiving Clerk  
Traffic Manager  
Transportation Manager  
Warehouse Manager

**Pathway:**  
Distribution and Logistics

**Pathway:**  
eMarketing

**Career Opportunities:**

Copywriter  
Designer  
eCommerce Director  
eMerchandising Manager  
Forum Manager  
Interactive Media Specialist  
Internet Project Director  
Systems Analyst/Architect  
Web Designer  
Webmaster  
Website Project Manager

**Pathway:**  
Marketing Communications and Promotion

**Career Opportunities:**

Account Executive  
Advertising Manager  
Art/Graphics Director  
Circulation Manager  
Copywriter  
Creative Director  
Interactive Media Specialist  
Marketing Associate  
Media Buyer/Planner  
Promotions Manager  
Public Information Director  
Public Relations Specialist  
Sales Promotion Manager  
Sales Representative  
Trade Show Manager

**Pathway:**

Marketing Information  
Management and Research

**Career Opportunities:**

Brand Manager  
Customer Satisfaction Manager  
Customer Service Representative  
Database Analyst  
Forecasting Manager  
Interviewer  
Knowledge Management Specialist  
Market Development Director  
Marketing Services Manager  
Marketing Survey Researcher/Analyst  
Planning Analyst  
Product Planner  
Research Associate  
Research Specialist/Manager  
Strategic Planner

**Pathway:**

Professional Sales and Marketing

**Career Opportunities:**

Account Executive  
Business Development Manager  
Client Relationship Manager  
Customer Service Representative  
Field Representative  
Inbound Call Manager  
Manufacturer/Wholesale Sales  
Representative  
National Account Manager  
Outside Sales Representatives  
Proprietor/Owner  
Regional Sales Manager  
Retail Sales Specialist  
Sales Executive  
Sales/Marketing Associate  
Telemarketer  
Territory Representative/Manager

# Science, Technology, Engineering, and Mathematics

## Pathway:

Science and Mathematics

### Career Opportunities:

Anthropologist  
Astronomer  
Atmospheric Scientist  
Biologist  
Botanist  
Chemist  
Ecologist  
Economist  
Geologist  
Marine Scientist  
Mathematician  
Metallurgist  
Nutritionist  
Physicist  
Science/Mathematics Educator  
Zoologist

## Pathway:

Engineering and Technology

### Career Opportunities:

Aerospace Engineer  
Automotive Engineer  
Biomedical Engineer  
Chemical Engineer  
Civil Engineer  
Electrical Engineer  
Electrician  
Environmental Engineer  
Geothermal Engineer  
Hazardous Waste Technician  
Industrial Engineer  
Mechanical Engineer  
Metallurgic Engineer  
Nuclear Engineer  
Radio/TV Broadcast Technician

# Transportation, Distribution, and Logistics

## Pathway:

Logistics/Planning/Management Services

### Career Opportunities:

Logistician  
Logistics Analyst  
Logistics Consultant  
Logistics Engineer  
Logistics Manager  
Management Analyst

## Pathway:

Facility and Mobile Equipment Maintenance

### Career Opportunities:

Aerospace Engineering/Operations Technician  
Aircraft Engine Specialist  
Aircraft Mechanic/Service Technician  
Automotive Body/Repair Technician  
Automotive Glass Installer  
Automotive Service Technician/Mechanic  
Avionics Technician  
Bus/Truck Mechanic  
Electrical/Electronic Technician

Facility Maintenance Manager/Engineer  
Industrial Electrician  
Industrial Equipment Mechanic  
Mobile Equipment Maintenance Manager  
Mobile Heavy Equipment Mechanic  
Motorboat Mechanic  
Motorcycle Mechanic  
Rail Locomotive/Car Mechanic  
Ship Mechanic  
Signal/Track Switch Mechanic

## Pathway:

Transportation Operations

### Career Opportunities:

Air Traffic Controller  
Air Transportation Manager  
Airplane Pilot/Co-Pilot  
Bus Dispatcher  
Bus Driver  
Flight Attendant  
Flight Engineer  
Heavy Truck Driver  
Locomotive Engineer  
Mass Transit Transportation Manager  
Motorboat Operator  
Rail Dispatcher

Rail Transportation Manager  
Railyard Conductor/Yardmaster  
Railyard Engineer  
Sailor  
Ship/Boat Captain  
Ship Engineer  
Subway/Streetcar Operator  
Taxi Driver/ Chauffeur  
Tractor/Trailer Truck Driver  
Traffic Manager  
Truck/Bus/Taxi Traffic Manager  
Water Transportation Manager

## Pathway:

Transportation Systems/Infrastructure Planning, Management, and Regulation

### Career Opportunities:

Air Traffic Controller  
Aviation Inspector  
Civil Engineer  
Engineering Technician  
Environmental Compliance Inspector  
Freight Inspector  
Marine Cargo Inspector  
Motor Vehicle Inspector  
Other Federal/State/Local Transportation Agency Job

Public Transportation Inspector  
Railroad Inspector  
Surveying/Mapping Technician  
Traffic Engineer  
Traffic Technician  
Urban/Regional Planner  
Vessel Traffic Control Specialist

## Pathway:

Warehousing and Distribution Center Operations

### Career Opportunities:

Industrial/Packaging Engineer  
Production/Planning/Expediting Clerk  
Storage/Distribution Manager  
Traffic/Shipping/Receiving Clerk  
Warehouse Manager

## Pathway:

Sales and Service

### Career Opportunities:

Cargo/Freight Agent  
Cashier/Counter/Rental Clerk  
Customer Service Manager  
Marketing Manager  
Reservation/Travel/Transportation Agent/Clerk

## Pathway:

Health, Safety, and Environmental Management

### Career Opportunities:

Environmental Engineer  
Environmental Scientist/Specialist  
Health/Safety Manager  
Industrial Health/Safety Engineer  
Safety Analyst

# JA Be Entrepreneurial™ Supplemental Session B

## Intentional Growth

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## **Consultant**

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# Intentional Growth

### Overview

Students learn planning methods for intentional growth of a business.

### Objectives

Students will be able to apply the four ways to grow a business.

### Preparation

This session is intended as a supplement to the *JA Be Entrepreneurial* program. For more information about the program, refer to the complete program material or contact your local JA office. For contact information, visit <http://www.ja.org/near/near.shtml>.

Review the session and list of materials. Discuss with the teacher how best to organize the students into groups and arrange the room for the activity.

Become familiar with the terms discussed in the session. If possible, post Key Terms in a visible place in the classroom.

Think of current or local examples of businesses or products that illustrate each of the four ways to grow a business.

### Recommended Time

This session typically takes 45 minutes to complete. Ask the teacher to help you keep track of the time.

### Materials

- Junior Achievement Banner
- Table Tents (1 per student)
- Four Ways to Grow Chart (1 per student)
- Four Ways to Grow: Idea Organizer (1 per group)
- Pens or Pencils (1 per student)

# Presentation

## Introduction

Greet the students. Distribute the Table Tents. Ask the students to review what they have learned about entrepreneurship and starting a business during the *JA Be Entrepreneurial* program.

Explain that during this session they will learn four ways to grow a business:

- Offer new products to current customers.
- Offer current products to current customers.
- Offer new products to new customers.
- Offer current products to new customers.

## Activity

### Four Ways to Grow

Define **marketing**, **product development**, and **customer service** as indicated in the margin. Explain that these terms are used in examining ways a business grows.

Organize the class into groups of four students. Distribute a copy of the Four Ways to Grow Chart to each student. Ask group members to take a turn reading aloud to each other one of the four quadrants on the chart.

Once the groups finish reading, ask if there are questions about the Four Ways to Grow a business. Offer local or current examples for clarification and illustration.

Assign each group one of the following items. Ask the groups to apply each of the Four Ways to Grow to their assigned product or service. All the products have multiple applications. Ask the groups to choose one use to initially define their current customer and product.

- A delivery service
- A pair of shoes
- A beverage
- A canvas bag
- A cell phone accessory
- A snack
- A landscaping service
- A piece of jewelry

Distribute an Idea Organizer to each group. Ask the groups to select their best growth recommendation and then prepare to present it to the class using the Idea Organizer.

Ask a representative from each group to present its recommendation, including which of the four ways was used.

## Introduction

### Time

5 minutes

## Activity Time

30 minutes

## Key Terms

### Customer service:

Company resources designated for assisting the customer.

**Marketing:** The means by which a product or service is made known and sold to customers.

### Product development:

Developing a new product or service or improving an existing one.

## Summary and Review

Review with the students that it takes an intentional act to grow. They need to analyze their plan, list practical steps to take, and get started.

Thank the students for their participation. Collect the Table Tents and leave them with the teacher.

## Session Outline

### Introduction

- Greet the students, and distribute the Table Tents.
- Introduce the importance of strategically starting and growing a business.

### Activities

- Conduct the Four Ways to Grow activity.

### Summary and Review

- Briefly review the Key Terms introduced in the session.
- Thank the students for their participation.

## Extended Learning Opportunity

### Customer Service

Explain to the students that for many entrepreneurs, one of the easiest elements of starting a business is being motivated, inspired, and passionate about the product and customer. However, these feelings may fade as the entrepreneur settles into a daily routine. Also, entrepreneurs likely will find that employees display less motivation and passion for the product and customer than the owner.

Point out that the best way to grow a business is for owners and their employees to make customer service a continual priority.

The following are employee policies to consider implementing as a means of keeping customer service as a top priority throughout the business. Provide the students with a copy of the four policies, and ask them to select one and decide on creative ways to teach it to new and current employees. Creative incentives, reminders, and consequences are excellent methods of keeping what's important as the priority.

- **Know Your Product.**

Your connection to your customer is the product. How can you take care of a customer if you don't know how the product works, what to do if it breaks, or how to maximize its use and enjoyment? Ensure that employees know and share this knowledge.

- **Respond Immediately.**

To understand how important this is to the customer, most people can recall a time when they had a question or needed help and they had to wait, or worse, they never heard back at all. Plan for ways to make assistance available, such as adequate staff available to answer questions, a webpage that addresses frequently asked questions (FAQs), an answering machine, or posted signs accessible to customers.

- **Be Courteous and Competent.**

An entrepreneur may need to take shortcuts early on, such as using a personal phone as the business number. While this may be necessary at times, the customer should never know. More than one successful business has started out of a garage, but held meetings in alternate locations, like restaurants. The customer needs to have confidence in the product, and one way to do that is to present a competent image. It may be unfair that some people jump to incorrect conclusions based on your phone message or your start-up location, but they will. The good news is many of these misconceptions can be prevented.

On the other hand, the most competent image can be ruined in one moment of discourtesy. One employee having a bad day and lashing out at a customer affects that customer and everyone she or he talks to about the experience.

- **Keep Current Customers Forever.**

Your best prospect for a future sale is a current customer who knows your product and you. Always keep this customer in mind. Don't get caught up in marketing to new customers and ignore customer service, repairs, and spare parts that your current customers may need. Repeat business is the foundation of your income or reward.

# Four Ways to Grow Chart

Once you start a business, what opportunities are there for growing it? Four possible ways to expand a business are described below. Each is numbered for recommended order, based on ease of implementation. I. is the easiest to implement and should be utilized first, IV. is complicated and risky and should not be implemented without due research and caution.

New

## III. New Products to Current Customers

Develop new products that can be marketed to your current customers.

### How to Grow: Product Development

Conduct market research of current customers and develop new products accordingly.

**Example:** Some industries have a maximum capacity. For example, a massage therapist only has a limited number of appointment slots available. Once those are full, a new product and method of delivery has to be developed to expand, such as handmade jewelry for sale in the waiting room.

**Methods:** Sell complementary goods that are consumed along with your current products. For example, sell an extended warranty specific to your product, or develop an unrelated product or service.

## IV. New Products to New Customers

Develop brand new products and market to new customers.

### How to Grow: New Entrepreneurial Venture

An extremely risky way to grow. The other three options should be thoroughly explored before resorting to this method.

**Example:** For years, FedEx focused on U.S. domestic deliveries and DHL focused on international deliveries. When FedEx applied this method of growth by expanding into new international markets, DHL did the same domestically. It cost both companies millions of dollars. This result could sink a start-up.

**Methods:** Because the possibilities are extensive, the entrepreneur should start over with the product and market idea process, outlined in Session One of *JA Be Entrepreneurial*.

Products

## I. Current Products to Current Customers

Retain your current customers.

### How to Grow: Exceptional Customer Service

It takes much more money to attract new customers than it does to retain current customers.

**Example:** Many companies offer attractive specials to new customers only. However, in the financially troubled 1930s, Thomas Watson, founder of IBM, paid his salesmen more money for successful re-orders than for new orders to help his company to stay afloat.

**Methods:** Keep quality high and consistent. Keep costs down. Offer specials for loyal consumers or large-quantity orders. Provide consistent and timely delivery.

## II. Current Products to New Customers

Market your current products to new customers.

### How to Grow: Marketing

This could mean marketing your product to a wider audience or making small adjustments to make it appealing to new markets.

**Example:** Through market research, a company finds that its product has wide appeal among women, but not men. By offering the same product, but packaging and marketing it differently, it may attract the male market.

**Methods:** Consider market research; for example, use focus groups or give special introductory offers, such as free estimates or consultations.

Customers

New

Current



# JA Be Entrepreneurial™ Supplemental Session C

**Continuous, Rapid Innovation**

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## **Consultant**

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# Continuous, Rapid Innovation

## Overview

Students learn about the necessity of rapid innovation and how they can recognize and apply their own innovative-thinking skills.

## Objectives

Students will be able to:

- Recognize and exercise their innovative-thinking skills.
- Analyze potential pitfalls and guidelines for successful innovation.

## Preparation

This session is intended as a supplement to the *JA Be Entrepreneurial* program. For more information about the program, refer to the complete program material or contact your local JA office. For contact information, visit <http://www.ja.org/near/near.shtml>.

Review the session and list of materials. Discuss with the teacher how best to organize the students into groups and arrange the room for the activity.

Become familiar with the term discussed in the session. If possible, post the Key Term in a visible place in the classroom.

Think of current or local examples of businesses that illustrate continuous, rapid innovation.

## Recommended Time

This session typically takes 45 minutes to complete. Ask the teacher to help you keep track of the time.

## Materials

- Junior Achievement Banner
- Table Tents (1 per student)
- Innovation Killers and Golden Rules Worksheet (1 per group)
- Innovative Thinking Challenge Idea Organizer (1 per group)
- Pen or Pencil (1 per group)

## Concepts

Business life cycle  
Entrepreneurial spirit  
Innovation

## Skills

Analyzing information  
Categorizing data  
Decision-making  
Evaluating alternatives  
Oral and written communication  
Presenting information  
Reading for understanding  
Working in groups

# Presentation

## Introduction

Greet the students. Distribute the Table Tents.

Ask the students to review what they have learned about entrepreneurship and starting a business during the *JA Be Entrepreneurial* program.

Explain that they now will learn the necessity of innovation in their business.

Tell the students that they will need to use **innovation** to start a business and to keep it healthy and growing. Define innovation as indicated in the margin. Ask the students to consider the entrepreneurial process—think of a product or service that customers want or need; decide on a competitive advantage for their product; and plan for continued growth. Each step requires innovative thinking. An entrepreneur must think like the majority of people to figure out what they want and need, and then be creative enough to think differently from everyone else to find her or his niche.

Tell the students that innovation doesn't stop with the first start-up idea. A business, like a living thing, goes through a predictable life cycle. It starts, it grows, and then at some point, it declines and ends. It differs from a living thing in that a business can stay in the growth stage and avoid decline if it continuously and rapidly innovates. Knowing whether a business is growing or declining, and intentionally planning for growth, are important aspects of business planning.

Ask the students to raise their hands if they think they are innovative. Ask for volunteers to explain why they think so. Explain that innovation is not a trait that some have and others do not. It is a way of thinking that anyone can do with practice and concentration.

## Activity

### Innovative Thinking Challenge

Tell the students that they are going to learn how to be even more innovative than they already are.

Organize the students into groups of four. Distribute a copy of the Innovation Killers and Golden Rules Worksheet and an Innovative Thinking Challenge: Idea Organizer to each group.

- Point out the two lists: Innovation Killers and the Golden Rules of Innovation. Assign one of the Mistakes or Rules from the lists to each group for the Challenge.
- Ask the teacher to determine the winner of the Challenge.
- Groups are given 10 minutes to prepare a 1 minute presentation that teaches and demonstrates their item to the class in an innovative way.
- It can be presented through a skit, commercial, interview, jingle, mnemonic device

Introduction

Time

5 minutes

## Key Term

**Innovation:** The use of creative ideas to develop a new product or service or improve an existing one.

Activity Time

35 minutes

- (memorization tool), or other innovative method.
- Groups will be judged on two criteria:
  - Was the material presented completely and accurately?
  - Was the presentation done in an innovative manner?
- Tell the students to use the Innovative Thinking Challenge Idea Organizer to review the instructions and organize their ideas.

Answer any questions. Have the students prepare their presentations. Announce when 1 minute remains in the preparation time.

Ask each group to present. Have the audience offer a round of applause between group presentations. Offer local or current examples of each Mistake and Rule to illustrate each point.

Ask the teacher to announce the winner of the Challenge.

Ask volunteers to read aloud any unassigned Innovation Killers or Golden Rules of Innovation. Offer local or current examples of each Mistake and Rule to illustrate each point.

## Summary and Review

Briefly review the Key Term introduced in the session. Tell the students that innovation is not a trait only possessed by a few; it's a choice that can be implemented by anyone who chooses it.

Review with the students that businesses have life cycles: beginning, growing, declining, and ending. To start a business and to keep growth from turning into decline, owners must decide to keep continuous, rapid innovation as part of the business plan.

Thank the students for their participation. Collect the Table Tents and leave them with the teacher.

## Session Outline

### Introduction

- Greet the students, and distribute the Table Tents.
- Introduce the necessity of continuous, rapid innovation in a business.

### Activity

- Conduct the Innovative Thinking Challenge.

### Summary and Review

- Briefly review the Key Term introduced in the session.
- Thank the students for their participation.

## Extended Learning Opportunity

### Rapid Innovation

Inform the students that innovation alone is just half the battle. History is full of inventions that were being developed by multiple parties, but only one can be the first to the marketplace.

Xerox, for example, is a company of innovators, but many excellent products conceived at Xerox also were invented and then brought to market by others.

#### Technology Conceived at Xerox:

Personal Computers  
Facsimile machines (fax)  
Modern chip-making technology  
Silicon compilers for chip design  
Portable computing  
Bit-mapping screen displays  
Mouse and icon-based computing  
Laser printers  
Drawing tables  
Ethernet office network  
Graphics and computer animation

#### Brought to Market By:

Apple/IBM  
Canon/Panasonic  
VLSI  
Silicon Compilers  
Grid Systems  
IBM/Apple  
Apple  
Hewlett-Packard/Apple  
Koala  
3Com  
Pixar

### The Freedom to Act

Point out that most entrepreneurs agree that to get a customer, fast action is more important than innovation itself. Better to be action-oriented and make a few mistakes, than to avoid failure and rapid innovation along with it. Consider fast-food restaurants like Taco Bell and McDonald's. They frequently offer "limited-time-only" menu choices that may or may not become a part of the permanent menu. The only way to accomplish this type of rapid innovation is to offer employees a high level of freedom to act. It is the employees who have direct contact with the customers and may hear some of the best suggestions. However, they may not have permission to act on these ideas. Employees need a way to communicate their ideas to those who can implement potential innovations. It is up to the owner to decide how to keep the product consistent, but to still offer employees the freedom to act on fresh ideas.

Ask students to consider the principles of rapid innovation and the freedom to act in their business planning.

Have them consider how they can allow the freedom to act, without compromising product consistency.

# Innovation Killers and Golden Rules Worksheet

## Innovation Killers

- 1. The Mistake:** We're doing okay, so we don't need to change anything.  
**Why it's a mistake:** Good is the enemy of great. Once you settle for the way things are, you give up control of your place in the market.
- 2. The Mistake:** I'm the boss and I don't want to hear negative things from employees.  
**Why it's a mistake:** Telling employees that there is only one way to do things stops them from thinking of or sharing improvements. Employees have direct contact with the product and the customer. They are the ones who hear what needs to be improved.  
Provide ways for them to share what needs changed, and also suggestions for how to make those changes.
- 3. The Mistake:** Mind our own business. Who cares what the competitors or customers think?  
**Why it's a mistake:** Competitors are always looking for a competitive advantage. If you are not keeping an eye on them, they could innovate to take your customers and profit. Customers know what they want. Find a way to get feedback from them, or they'll get their needs met elsewhere.
- 4. The Mistake:** Hire creative people to research and design and leave innovation only to them. Everybody should stick with what they're good at.  
**Why it's a mistake:** Isolating the creative people and leaving innovation only to them causes problems that could lead to their research going in a different direction than other departments that need to work with them. They also are separated from employees who have direct contact with the customers and products. While the creative department is working on making a better mousetrap, all the customer service hotline hears is that the current birdcage needs a better door.
- 5. The Mistake:** Now that my business is underway, I'm too busy to think creatively. From now on, others will have to innovate.  
**Why it's a mistake:** This may sound reasonable, but it is your business and if you completely disengage from the creative process, you're taking a big gamble that others will maintain your vision and motivation.

## Golden Rules of Innovation

- 1. The Rule:** Innovation is a necessity, not a luxury.  
**Why it's a rule:** Every business has a life cycle, Startup, Growth, Decline, and Survival or Extinction. The only way to keep growing and avoid decline is innovation. Because no organization is immune to this life cycle, a business is always either growing or declining. Do something—anything—better each day.
- 2. The Rule:** An idea is just an idea until it is acted upon. (Allow the freedom to act on an idea to those who can bring about innovation. Be sure fast-moving experimentation has a continuous place in the process.)  
**Why it's a rule:** Successful companies demonstrate a fast-paced, action-oriented style, which can lead to making a mistake or two along the way. Often, the best ideas come from the people with the least power to make decisions in the company. It's the sales clerk who heard the same complaint again and again, or the factory worker who stares at equipment all day and envisions a more efficient way. If their voices are heard and acted upon, innovation will happen.
- 3. The Rule:** Change the world with a good idea.  
**Why it's a rule:** The best innovations are those that benefit multiple parties. For example, if there is a way to be faster and also to meet a social need, everyone wins.



# JA Be Entrepreneurial™ Supplemental Session D

## **Promoting Commitment And Performance**

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# Promoting Commitment and Performance

### Concepts

Commitment  
Consequences  
Employee management  
Performance

### Skills

Analyzing information  
Categorizing data  
Evaluating alternatives  
Graphic presentation  
Reading for understanding  
Working in pairs

## Overview

Students learn how to promote commitment and performance in themselves and their employees.

## Objectives

Students will be able to:

- Analyze the importance of business owners and employees demonstrating commitment and performance in their behavior.
- Evaluate successful companies' methods of promoting commitment.

## Preparation

This session is intended as a supplement to the *JA Be Entrepreneurial* program. For more information about the program, refer to the complete program material or contact your local JA office. For contact information, visit [www.ja.org/near/near.shtml](http://www.ja.org/near/near.shtml).

Review the session and list of materials. Discuss with the teacher how best to organize the students into pairs and arrange the room for the activity.

Become familiar with the terms discussed in the session. If possible, post Key Terms in a visible place in the classroom.

Think of current or local examples of businesses that promote commitment and performance.

## Recommended Time

This session typically takes 45 minutes to complete. Ask the teacher to help you keep track of the time.

## Materials

- Junior Achievement Banner
- Table Tents (1 per student)
- Entrepreneur Commitment and Performance Worksheet (1 per pair)
- Employee Commitment and Performance Worksheet (1 per pair)
- Commitment and Performance Business Planning Worksheet (1 per pair)
- Pens or Pencils (1 per student)

# Presentation

## Introduction

Greet the students. Distribute the Table Tents. Ask the students to review what they have learned about entrepreneurship and starting a business during the *JA Be Entrepreneurial* program.

Explain that they will learn how to promote commitment and performance for business success.

Ask the students to think of a class subject that they are really good at or really like. Now, ask them to think of a subject they don't feel they are good at or don't like as much. Ask if behavior is affected by how people feel about a task or how good they feel about doing it. Explain that, although most people learn how to do things they don't like or are not good at, those factors affect the quality of their work and enjoyment.

Tell the students that, as entrepreneurs, they will continually decide who they want to be and who they want to hire. To be successful, they will want to promote commitment and performance in themselves and in employees.

## Activity One

### Evaluating Yourself and Your Employees

Organize the class into pairs of students. Distribute a copy of the Entrepreneur Commitment and Performance Worksheet to each pair.

Explain that the first chart shows what happens when the amount a person likes a job is combined with how good he or she is at it. Define **commitment** and **performance** as indicated in the margin. Working in pairs, ask the students to compare the various combinations of factors and how well an entrepreneur would do with each combination. Have them write their responses in the space provided. Ask for volunteers to share responses. If not mentioned, provide the possible answers highlighted in blue text on Page 3.

## Introduction

### Time

5 minutes

## Activity One

### Time

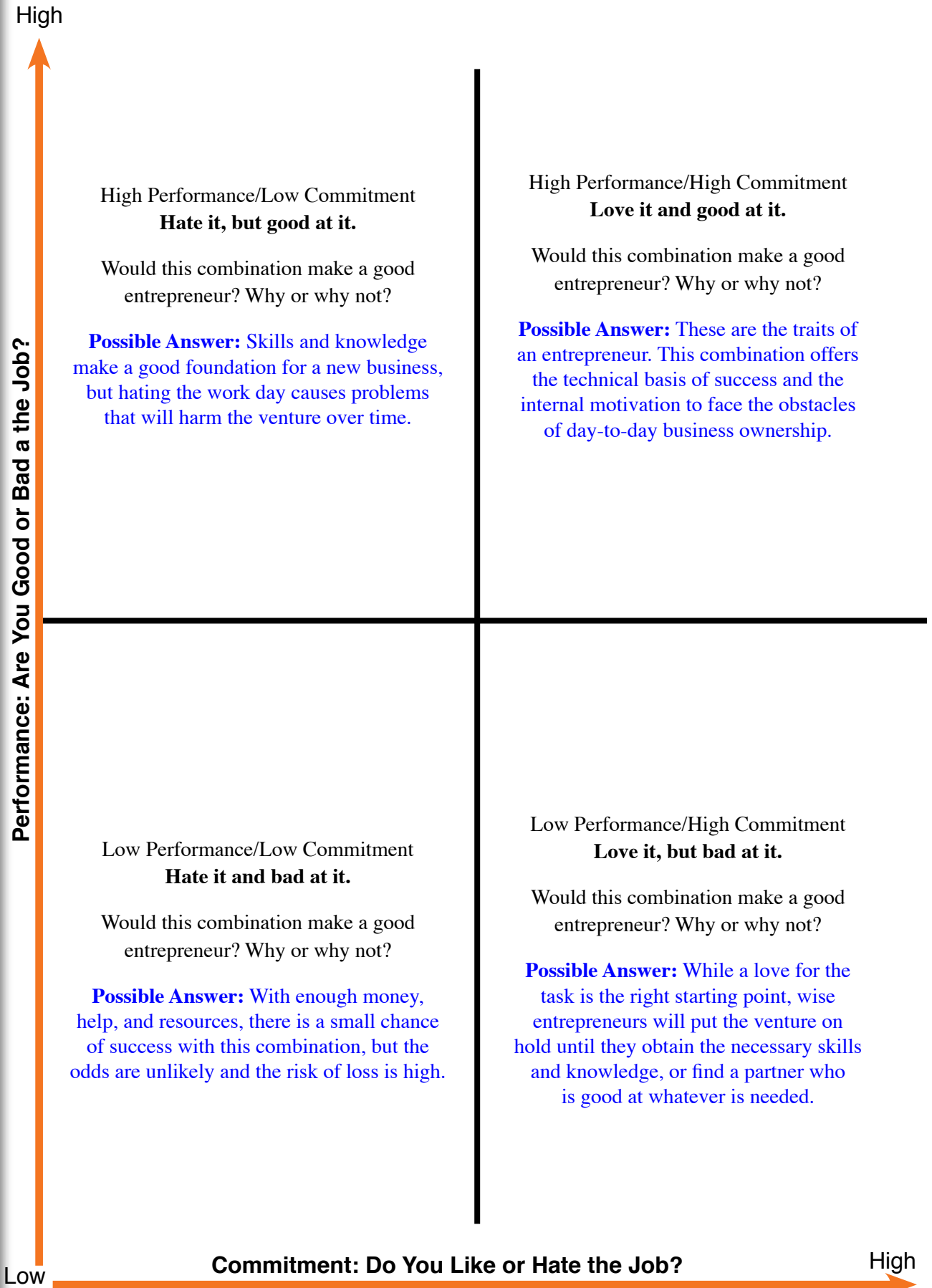
20 minutes

## Key Terms

**Commitment:** The attitude of being voluntarily dedicated to the success of the business.

**Performance:** The quality of the task being accomplished.

# Evaluating Yourself As an Entrepreneur: Are You Good or Bad at It?



Distribute a copy of the Employee Commitment and Performance Worksheet to each pair. Ask them to compare the various combinations of factors and how well an employee would do in each situation. Have them consider how they would manage the different types of employees. Tell them to write their responses in the space provided. Request volunteers to share responses. If not mentioned, provide the possible answers highlighted below in blue text.

## Evaluating Your Employees: Is the Employee Good or Bad at the Job?



Inform the students they now will have an opportunity to analyze and apply successful strategies for promoting commitment and performance in their potential venture.

## Activity Two Time

15 minutes

## Summary and Review Time

5 minutes.

### **Activity Two** **Commitment and Performance Business Planning**

Distribute a copy of the Commitment and Performance Business Planning Worksheet to each pair. Ask the students to read and discuss in pairs the strategies for promoting commitment and performance.

Offer local and current examples of select strategies from each of the two lists. Discuss and clarify the strategies as necessary.

### **Summary and Review**

Briefly review the Key Terms introduced in the session. Review with the students that, as entrepreneurs, they will have to continually decide who they want to be and who they want to hire. This requires promoting commitment and performance for themselves and their employees.

Thank the students for their participation. Collect the Table Tents and leave them with the teacher.

### **Session Outline**

#### **Introduction**

- Greet the students, and distribute the Table Tents.
- Introduce the concept of promoting commitment and performance as an entrepreneur and an employee.

#### **Activities**

- Conduct the Evaluating Yourself and Your Employees activity.
- Conduct the Commitment and Performance Business Planning activity.

#### **Summary and Review**

- Briefly review the Key Terms introduced in the session.
- Thank the students for their participation.

# Entrepreneur Commitment and Performance Worksheet

Evaluating Yourself as an Entrepreneur: Are You Good or Bad at It?

**High**

**Performance: Are You Good or Bad a the Job?**

**High Performance/Low Commitment**

Hate it, but good at it.

Would this combination make a good entrepreneur? Why or why not?

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**High Performance/High Commitment**

Love it and good at it.

Would this combination make a good entrepreneur? Why or why not?

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**Low Performance/Low Commitment**

Hate it and bad at it.

Would this combination make a good entrepreneur? Why or why not?

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**Low Performance/High Commitment**

Love it, but bad at it.

Would this combination make a good entrepreneur? Why or why not?

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**Low**

**Commitment: Do You Like or Hate the Job?**

**High**

# Employee Commitment and Performance

Evaluating Your Employees: Is the Employee Good or Bad at the Job?

Performance: Is the Employee Good or Bad at the Job?	Low	High
High	<p><b>High Performance/Low Commitment</b></p> <p>Hate it, but good at it.</p> <p>Would this combination make a good employee? Why or why not?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p><b>High Performance/High Commitment</b></p> <p>Love it and good at it.</p> <p>Would this combination make a good employee? Why or why not?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
Low	<p><b>Low Performance/Low Commitment</b></p> <p>Hate it and bad at it.</p> <p>Would this combination make a good employee? Why or why not?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p><b>Low Performance/High Commitment</b></p> <p>Love it, but bad at it.</p> <p>Would this combination make a good employee? Why or why not?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>

# Commitment and Performance Business Planning Worksheet

**Instructions:** Working with a partner, read and discuss the following strategies for promoting an employee's commitment and performance.

## Promoting Commitment: I Love What I Do

Altering an employee's commitment is difficult because it is part of a person's attitude. It is more difficult to affect commitment than performance because performance is external behavior that is easier to observe, measure, and change.

### Strategies successful companies use to promote commitment:

- The easiest way to love a job is to have a good reason to love it. Employees are proud of their product or they know their customers' lives are better because of it. Or, if a fair wage or other benefits are offered to contribute to an important task, commitment follows. How employees perceive owners and management also affects commitment. If they see owners contributing to the company, they will have a much different attitude about their own contribution than if they learn the owners are being investigated for fraud.
- Give and enforce personal responsibility. When employees feel trusted, there are numerous positive effects. Employees should know that they have the freedom to make important decisions and take action. However, too much freedom may lead to an inconsistent product or lower productivity. The solution is to establish specific accountabilities that must be upheld, so that employees know what the owners want, but also have the latitude to make intelligent decisions.
- Offer employees the opportunity to easily buy stock in the company. They are then invested in how well the business does, which creates internal motivation to do a good job.
- When a company implements a profit-sharing program, the employees know that they will receive a personal bonus if the whole company does well. Another even more personal version of this is offering team bonuses for meeting pre-determined goals.
- Offer onsite, low-cost childcare for employees; health club facilities; low or no-cost quality food and personal comfort items; group social activities, like a company softball team; and health insurance.
- Consistently provide rewards—formal, informal, tangible, and intangible—for commitment.
- Incur penalties—formal, informal, tangible, and intangible—for lack of commitment.

## Promoting Performance: I Am Good at What I Do

An employee's performance is easier to observe and measure than commitment, but fostering it requires intentional planning.

### Strategies successful companies use to promote performance:

- The owners and employees should know what the employees do for the company. Establish specific job duties so that both know how to evaluate performance. Employees should understand how their job fits in the larger process. Henry Ford warned that if employees see themselves as a piece of machinery operating in a vacuum, their attitudes will deteriorate quickly.
- Once the owners and employees know what the job is, measure what has been mastered and what needs improvement.
- Decide on training opportunities that will strengthen weaker skills.
- Be ready to move or dismiss an employee if it is discovered that performance is unlikely to improve. This is important both for the employee who may be incorrectly assigned, and for those who work with that person. Nothing lowers performance faster than employees observing a coworker functioning poorly with no consequence.
- Consistently provide rewards—formal, informal, tangible, and intangible—for excellent performance.
- Incur penalties—formal, informal, tangible, and intangible—for poor performance.