

FEE's Essential Guide to Entrepreneurship

Part 2: Five Ways to Think Like
an Entrepreneur



*FEE's Essential Guide
to Entrepreneurship,
Part Two*

Think Like an Entrepreneur

FEE

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Introduction

We've packed part 2 of this series with some of our best "how-to" articles on entrepreneurship. Here you'll find practical advice on topics such as how to turn your passion into profit, why it's beneficial to start a business while in college, and how to think about your career as an enterprise.

You can be an entrepreneur without starting your own business and inventing a revolutionary product. You engage in entrepreneurship every time you take a risk and find a way to create value for others, whether you are the CEO of a major corporation, an employee who improves your own process, or a high schooler who decides to learn a new skill and develop a unique value proposition. Successful entrepreneurship requires changing the way you view yourself, as well as what and how you can contribute to the world around you. Entrepreneurship is both a process and a life-changing mindset.

The entrepreneurial mindset means making the switch from seeing yourself as a mere paper-pusher or retail employee, and envisioning the ways you can contribute greater value to your company or organization. Making the mental jump from simply clocking in and out to actively seeking ways to improve the work you're already doing is the first step to becoming a successful entrepreneur.

Your Career is an Enterprise

Dan Sanchez

Economics distinguishes between workers and entrepreneurs in the market. These are often misconceived as mutually exclusive classes. Every individual wears many economic hats. Talking in terms of classes leads many people to pigeonhole themselves.

Those who don't run a business often think of themselves as worker drones: as just another factor of production to be allocated by their entrepreneurial betters. They are the passive "employed" who, like land and capital goods, are inert matter to be put to use by their active "employers."

From Schoolboy to Company Man

This mentality is imparted to us by school, where we are constantly "allocated" throughout our entire childhood and youth. We are earmarked and sorted into our classes, grade levels, and student "tracks." We are assigned our classwork, our homework, our teachers. We are processed like unfinished goods through elementary, middle, and high school. This instills what Isaac Morehouse calls the **conveyor belt mindset**.

By the time we graduate from high school, we know of nothing else besides the conveyor belt. At that point, we are finally afforded some freedom and volition, but we are too institutionalized to take advantage of it. We are like the character Brooks in the film *Shawshank Redemption* who, after serving decades in prison, has no idea what to do with himself as a free man.

And so instead of freedom we choose voluntary re-commitment. We get back onto the conveyor belt and proceed to the next station, which according to received wisdom is college, then perhaps grad school, then some "safe" profession.

Even in the working world we flee the frightening unfamiliarity of freedom. We limit ourselves to conventional options in the job market. Once we land a job, and feel safe within a fold once again, we revert to blissful irresponsibility over our lives. We delegate the responsibility for our own value-creation to our employer. We treat our first job as if it was the 17th grade and our bosses like our new teachers.

As in school, we passively await to be assigned tasks. We do not apply initiative and judgment to actively pursue value-creation. That just sounds like more work. And if school has taught us anything, it is that work is drudgery: something only to be done under compulsion. We trudge along the career path assigned to us, even if it kills us inside. We as “human resources” have been allocated by those who know better than us, and we must resign ourselves to our lot.

Universal Self-Employment

Stuff and nonsense. You are your own allocator, the ultimate employer of your own labor. Your value-creation, for yourself and for the market, is your own responsibility. Stop thinking of any firm you work with as just another involuntary institution that swallows you up and prescribes your every move. A job is partnership: a voluntary economic relationship based on free exchange. If the relationship is a good one, both sides will strive to create value for the other.

It is on you to seek out and develop mutually beneficial market relationships. And that requires treating your career as an enterprise, with you as the entrepreneur in charge.

Entrepreneurs pursue value for themselves by allocating the means of production in a way that provides value for others. Successful entrepreneurs anticipate the uncertain future wants of those they seek to serve. Such anticipation takes judgment and insight.

All free individuals have at least one means of production under their own ultimate disposal: their own labor. To truly be free, and to fully pursue value for yourself in your career, you must embrace the responsibility of allocating your own labor, as all entrepreneurs bear the responsibility of allocating the capital goods they own.

Career success means anticipating and serving the wants of those you serve directly (the firm you work with and other partners in production), as well as those you serve indirectly (customers and consumers). It also

means making big changes, even re-allocating your labor (quitting and finding different work), if you anticipate that you can create more value, for yourself and others, with different market partnerships.

As with all entrepreneurship, doing this takes judgment and insight. But since it is your own success on the line, and your own labor being allocated, it has to be *your* judgment, and *your* insight. You cannot outsource responsibility for your career and expect it to thrive.

The Entrepreneurial Barista

All work benefits from an entrepreneurial mindset. If you are a coffee shop barista, there is no reason you cannot adopt an entrepreneurial approach to your work. What can make your co-workers' jobs easier? Is there a frustrating hang-up in the workflow that can be eliminated? What can make the customer experience more pleasant?

To come up with and implement answers to these questions, you need to apply the distinctive attributes of an entrepreneur: judgment, insight, initiative, and anticipation of needs. Engaging in such problem-solving will enhance the value-creation of your work. And if you are in a job worth having, such enhancement will make your work more fulfilling and remunerative.

Alternatively, as a barista you can be a timeserver and a routinist, doing nothing more than clocking in and out, and following the procedures prescribed in the company manual. That may be enough to hold down the job, but it won't allow you to thrive at work. Thriving at a coffee shop may sound like a tall order. Maybe it's just a job to pay the bills while you pursue more fulfilling work or study. But apathy in any area of your life will spill over and spread bleakness into other areas.

Anything you do in life is worth doing deliberately, with care, and with creativity. Even in an entry-level or transitional job, if you tackle your work with an entrepreneurial spirit, you will develop and grow as a proactive, opportunity seizing adult. And that expansion of soul will serve you well throughout your career.

As **T.K. Coleman** often says, you have the power to be the predominant creative force in your life. But you can only seize that power if you also accept the attendant responsibility. That means shaking off the "worker drone" and "conveyor belt" mindsets you imbibed at school. It means treating your life and career as the great enterprise it is, with you and you alone at the helm.

How to Pursue a Passion for Fun and Profit

David Veksler

After Steve Jobs dropped out of college in 1972, he was free to audit classes on topics that interested him. One of those courses was on calligraphy. In his own words, Jobs learned all about “serif and sans serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great.”

None of what he learned appeared to have any practical use - until Jobs was designing the Macintosh 10 years later. At the time, all other computers used ugly monospaced fonts on green screens. Jobs poured his typographical knowledge into the Mac and produced the “first computer with beautiful typography.”

Steve Jobs related this story in a beautiful speech at a [2005 Stanford commencement address](#) -- one of the few times he bared his philosophy of life. His message was simple - follow your passion, do what you love, and eventually, you will be rewarded in ways you could not have foreseen.

But is that really good advice? Will you be more successful if you spend your energy on endeavours which you enjoy doing or by focusing on more practical considerations? If you are a doctor, how will your carpentry hobby help your career? What about an engineer who likes rock-climbing? Or a lawyer whose favorite thing in life is playing at the local jazz club on Saturday nights? Is pursuing a passion only for the young?

The sad reality is that most people worldwide are not doing what they love. [52% of Americans](#) are unhappy with their jobs. Only [13% worldwide love what they do](#). A young person facing these facts might have three reactions:

1. Hating your job is an unfortunate but necessary aspect of our economy. We are consigned to live out miserable lives as wage serfs until something better comes along.

2. It's alright to hate your job, because there are more important things in life, such as friends, family, and hobbies.
3. The view that your job has to suck is fundamentally wrong, and being happy with your work is a practical and proper goal.

Even if you agree with Steve Jobs, what should you do about it? How exactly will a passion for role-playing video games result in a successful career? Part of the problem is that we have forgotten what it means to be “passionate” about something.

Three Rules for Passionate Pursuit

The universe is big, and every now and then, I discover something in it that I want to learn more about. One of those things has been photography. If you asked me, I would have said that photography has been my hobby for many years, but all that really meant is that I carried an expensive toy around and took pictures at parties when things got boring. I really only got into photography when my daughter was born, and I realized that I had no idea how to take a decent photo of a human being. I hated every photo I took, and resolved to learn how to do it better.

1. Master the skills

The first thing I did was find out who the best photographers in the world were. I found a few that I liked, and searched for how to take a class from them. I **found one** which seemed like a good starting point and dived in.

After every lesson, I would go out and practice what I had just learned. I took tens of thousands of photos of my family and friends, and when they got tired of that, of people on the streets of Shanghai. I spent many hours roaming the city, taking my camera on runs through old neighborhoods and tourist spots, and family events. After I had learned the fundamentals, I took courses on photo editing, workflow, and the masters of the past.

2. Be your own worst critic

As my photos improved, I got tons of praise, but very little criticism. Once, I joined a meeting of some of the best professional photographers in Shanghai, as they presented photo-essays of their projects in order to learn how to critique a work to better direct my progress. However

I saw that people tended to vary the praise they offer, but rarely offered essential criticism. Unless you are very lucky, you will have to be your own worst critic.

3. *Keep improving*

There are two opposing but equally terrible ideas when it comes to talent:

1. The intrinsic view of talent is that it is innate, and there is nothing we can do about it.
2. The materialistic view of talent is that the more we do something, the better we get at it.

The reality is that talent is something we develop by persistent effort and continuous improvement. The most difficult thing in the world is to honestly understand our own mistakes, and then fix them - and keep doing this over and over. This is how all masters - from painters to rocket scientists get to where they are.

This is how mastery of any skill works. When you start, you don't know that you're terrible. Anything is possible, and the work is easy. As you learn more about your field, you come to realize that it is far more complex than it seems. You realize that you're an amateur and your work sucks. You become incredibly discouraged. This is when most people quit. Only after a long period of harsh self-criticism and continuous improvement do we become good at something.

What's the payoff?

After several months of effort, I found something else that interested me, and moved on. At this point, you might ask, "If you were so great at photography, why didn't you quit your job and take it up full time?" I probably could have become a decent wedding photographer. But you know what - many people are good at photography. It's a crowded market with increasingly small margins. It's OK to be passionate about something and not drop everything else in your life for it.

There was a time when I quit my day job to pursue something I cared about - but not everything else. Life is long enough for us to master many trades. If I never did anything with photography, I would still have a collection of great [family photos](#) and [see my work](#) published in dozens of magazines.

Combine your hobby and your career

When you find a passion in the midst of a career, the best opportunities often come from combining it with your existing work. With me, it happened when I learned about a project to build a photo-sharing service which would let thousands of people share photos of school activities with our customers. I jumped on the project and convinced management to let me lead the team that would build it.

I didn't publish a single photo, but I used my perspective as a photographer to build a successful product. My experience as a user of Flickr, Instagram, Lightroom, and other products used by photographers gave me a deep understanding that helped me build a product that customers would find simple and intuitive. And it worked - before long, people were using the website and mobile apps to upload millions of photos, and my career received a boost that I parlayed into a better title and salary.

You can do it too

Anything worth your time is worth the effort to learn to do it well. Whatever it is you love, pursue it with a passion. Keep striving and improving. You may not see the practical value right away - that's OK. You'll still enjoy the feeling of having mastered a skill. But if you have entrepreneurial attitude, you're bound to find a way to use your passion to build your career or at least add another income stream.

One of my friends used his love for Star Wars and video games to become a cinematic designer, working on a triple-A Star Wars franchise. Another one used his love of **solving math problems** to **get a job** as data analyst. I decided to combine my undergraduate degree in economics and a passion for software development to build several online markets, including one for construction equipment and a cryptocurrency exchange.

You can love what you do - if you're honest about your faults, persistent enough to overcome them, and entrepreneurial enough to use your passion in your career.

How to Cold Call Like a Boss

Nick Tucker

Entrepreneurs have a pretty good name today. They're regarded as visionaries and leaders. Beyond that, they're known for their insane ability to hustle. You may have heard the saying that entrepreneurs are the only people on the planet who will work 80 hours a week to avoid working 40. Their life is their business. Even when they're off the clock, their company is the number one thing on their minds. It makes sense that the entrepreneur develops a drive and competence that the typical employee can't compete with.

Think about the mindset of the early-stage entrepreneur. When he first starts pitching his product, service, or idea, he's pitching like his life depends on it. Of course, he's proud of his idea and desperately wants to see his vision become a reality, but it goes beyond that. He's worried about paying his mortgage, sending his kids to school, and not driving his wife to insanity. His entire future is dependent on his ability to work his butt off and execute. If that's not incentive, I don't know what is.

The entrepreneur thrives under this pressure. When he faces the market, he isn't intimidated. He isn't worried about being told no. He has bet his livelihood on this business and failure simply isn't an option. These conditions nurture the transition from a simple life to becoming an unstoppable force on a daily basis.

The entrepreneur's day is consumed with keeping his business alive and growing. How well he did yesterday doesn't matter the next morning. He has to prove the value of his idea on a daily basis to both his investors and his prospects. It's a constant battle and it never ends.

Salesmen Are Entrepreneurs Too

As a salesman, I'm in the exact same situation. No one cares what I did yesterday. Each morning it's a new challenge to demonstrate my ability and show how much value I bring to the company.

I started to think about how I approach sales with my company and how I would do it differently if I was the owner launching this business. I would be far more desperate, aggressive, and confident, and my hustle would go way up.

Instead of viewing selling as sales, I'd approach my day in a more human light. The entrepreneur sees sales in a very simple way. He believes he has an incredible product that he knows will work for your business. He just wants the opportunity to show you. It's his baby. He pursues the sale with passion and confidence.

It's odd that the incentives for the owner and the salesman are so similar, yet we see a drastic difference in ability and drive. The salesman profits according to how well he builds the business, same as the owner. You'd think anyone driven by sales would unlock this near superhuman work ethic. So why don't they?

It comes down to the fact that the business is intrinsically a part of the owner. Even the separation between the two is somewhat cloudy. He's sunk 100% of his passion and effort into this idea. That love for what he's building pushes him to levels that most of us can't dream of.

Think of yourself as an entrepreneur. Make that mental shift and start your day hungry to make a splash with your product. I've only recently adopted this mindset on a daily basis but the difference is huge.

It's a great way to stay confident especially when you're making cold calls. The biggest change is that it helps make the sale more human. You have a fresh goal and incentive every single day to spread the word. This helps avoid the feeling that you just have to make X amount of calls each day.

The cool thing is that this isn't just a quick mental trick you can use. If you're working in sales you are as close to an entrepreneur as it gets without actually starting your own business. Yeah, you don't have equity and you probably aren't taking out a second mortgage to continue working at that business. But you're still responsible for growing your section of the company and you get compensated according to how well you do. Think of yourself as the owner of your section and harness that same passion and madness that the entrepreneur has. You're given a unique opportunity – use it.

Start Your Business While in College

Kyle Gray

Universities have not adapted their teaching style or education goals to prepare students for the modern economy. They focus too much on credentials and too little on practical application of skills.

There is still however a great deal of value to be found in a university education and experience. But many graduates are having a difficult time finding jobs that are rewarding and pay well.

One solution: clever students can **create their own business or brand** while in school. This gives them a connection with the “real world” and allows them to develop skills that are desired in the modern job market. Universities offer many resources to help support students with their businesses, but many students aren’t aware of how to use them or of their existence.

The entrepreneurial skillset

Whether you aspire to be the founder of a world-changing startup, or simply to have a job that consistently challenges and rewards you, the entrepreneurial mindset and the skills that come with it is crucial to get an edge in the modern economy.

Let’s break down a few elements of the entrepreneurial mindset.

The ability to see problems and value: You look for problems to solve, you are constantly seeking ways to add more value to yourself and those you work with. This ability keeps you constantly improving and learning.

Connect ideas and people: You have the ability to connect seemingly unrelated ideas in interesting ways. You also have a strong understanding

of the people around you, and like those ideas, you connect people in valuable ways.

You're willing to experiment: You are willing to risk being wrong of failing for the chance at finding a better way of doing something.

Create an asset while in school

The value of a degree today is questionable at best. It is more of a minimum requirement than something that will differentiate you from your competition. If you graduate only relying on your degree to get you a job, you're in for a tough job search. And many students upon graduation suddenly realize that they haven't put any thought into what they will do next.

By building a small business or brand while you are in school, you will create an asset that you can use to show your unique skills, personality and quality.

It does not have to be a gigantic venture. It just needs to be your creation, your project that you choose to work on and that you are responsible for. It can be a **voice acting service** you run on **Fiverr**, a small marketing service you run for businesses in your area, an **intelligent soccer ball** that becomes a crowdfunding success, or just a blog discussing **your journey to improve yourself**.

All of this leaves a "trail of magic" as **Seth Godin calls it** that shows you have interests and ideas and you are willing to share them. Building an audience around this is one of the most valuable and sought after skills in this day and age.

If you can create a blog or social media account that gets thousands of followers, you have something that most businesses desperately crave.

How to channel your university's resources into your business.

One of the best reasons to **start a business while in school** is that you can use many of the resources that your university has to grow your business. Most universities have thousands of dollars in support and services that few students take advantage of.

Here's a few common ways you can use your university to grow your business:

- Start a club - Are you targeting a certain group of people with your business (skiers, photographers, pet owners, coffee lovers)? Why not start a club on campus for those people? Starting a club that's parallel with your brand will give you a budget to plan events, marketing, workshops and other interesting activities. Cultivate an early following on your campus that will turn into future customers and ambassadors to your brand.
- Invite a thought leader to speak - Student governments, departments and organizations all have budgets to invite speakers to come to campus. Students almost never come forward with ideas for who they want to speak, and event coordinators spend most of their time thinking of ways to get more students to attend events. You can use this as a chance to connect with thought leaders in the industry you want to break into.
- Use your "student card" - One of the most powerful parts about being a student is having the title of "student." People revere and respect students, and love to help them. Use this to your advantage to start building relationships with interesting people in your industry. Ask a local entrepreneur out to lunch, see if you can get a tour of a local business in the industry you want to get into, interview a business owner for a project.

Develop skills to develop your business

Creating something like this is not easy, otherwise everyone would have done it. The skills that you use to grow your brand between classes are the same skills that will set you apart from the droves of graduates with empty resumes.

By being in the trenches and growing your own business you'll learn what practical skills you need to develop. You may be able to find classes on campus to help you with these, but you will need to direct your own education as well to fill in the gaps. These skills will be the same ones that recruiters for your "dream job" are looking for, or you may find

these skills are so valuable that you won't need a job and you can work for yourself when you graduate.

The best way to start developing these skills is to learn to enjoy reading. I know reading is probably the last thing you want to do after fighting through all the other pages of homework you have. But make sure you dedicate some time to reading what is relevant to you.

Connect with “the real world”

Whatever you choose to build you'll quickly realize you can't build it alone. Every great business or brand is the product of countless relationships based on trust and value.

To grow your brand you'll need to connect with the “**real world**” whether that's local businesses in your area with parallel interests, thought leaders in the industry you want to enter, entrepreneurs you admire, or perhaps an author you follow.

As a student you have a powerful advantage when connecting with these people. It's the title of “student.” There's a great deal of cultural respect that comes with being a student. Students are revered and respected, people naturally feel compelled to help you on your education.

So whether you would like to tour a local business and see how they manage a problem you want to solve currently or you want to interview one of your favorite entrepreneurs for a your brand or your schoolwork opening the conversation with “Hi, I'm a student and...” dramatically increases the chances of getting what you want.

You also have value to offer these people. It's an honor to be approached by a student, and a bigger honor still to be invited to speak at a university. Universities have large budgets for speakers and events, whether it's for a club on campus or the student government's annual speaker budget.

Your university may be willing to fly your hero out to speak at your request. The person you invite will be deeply honored and won't soon forget you, which at minimum will result in a stellar recommendation letter for you in the future, if not more interesting opportunities.

Apprentice for other entrepreneurs

One of the most valuable things a student has to offer is their time. Anyone you can think of that is doing something interesting is most likely short on time.

If you want to learn how to be like one of these entrepreneurs, why not offer to work for them? An apprenticeship where you are working directly under an entrepreneur is one of the fastest ways to build skills, relationships and the reputation you need to break into entrepreneurship.

Many universities offer custom internship programs that allow you to get school credit for doing work that interests you and building the skills that you find valuable.

A great way to get started with an apprenticeship is to identify ways you would be able to help an entrepreneur or business (this may take a bit of relationship building). Once you identify some areas that you would be able to help, use **Ramit Sathi's briefcase technique** to pitch your idea. Have them take their pick of how you could best serve them. Then create a 90-day plan for how you will address that problem.

Do it for free, or for cheap. The value you're getting out of this is in experience and skills. It will pay off big time in the future, so don't sweat working for free for now.

This could result in more paid work with that business or entrepreneur after the project. Or you may be able to turn what you did for that business into a valuable service for other businesses.

Conclusion

The higher education system is going through a crisis right now, the value of a degree is questionable at best. But students don't need to wait for these bloated institutions to fix themselves.

If you're willing to take control of your education, explore your interests and passions, and build something that you care about, then there is a great deal of value to be found in your college experience. If you graduate with a thriving business or brand, you'll find the wealth of opportunity that was always promised with your education.

Try Infusing Some Entrepreneurial Spirit Into Your Life

Lianne Taylor

When confronted by life, we are each bound within the scope and the limits of the perspectives we have adopted and nurtured over our lives. In times of uncertainty – and Britain’s current political and constitutional environment is a useful example – we might be tempted to play it safe, pull up the drawbridge and look enviously out as others grab the opportunities we have missed. Entrepreneurs can appear to be a different kind of beast altogether – starting businesses, launching products, failing and starting again. In truth, though, we can all adopt their characteristics to change our own perspectives on life.

Step One

Start by viewing life and opportunities through the eyes of a colleague, customer, friend, or even a child, and you will experience something new. Entrepreneurs try and see this from their customer’s perspective – how would they use this product or service, how could it be useful for them, and what would they think about it? This helps us to break down the **cognitive or mental maps** that limit idea creation.

For example **the High Line**, now a vibrant tourist attraction in a multicultural area of New York, used to be a derelict train track. Two **ordinary New Yorkers** imagined what people would enjoy and initiated a collaboration with designers, artists and business owners to transform an eyesore into a delight.

Not everyone will be able to turn wasted city train tracks into a green, sustainable park, but exploring what is possible is for everyone. Safe and familiar mental maps have been forming from childhood and

need conscious rerouting. New tracks need to be laid down for new ideas to germinate.

Step Two

Take the plunge. And ignore the impulse to “do things properly.” Easy to say, hard to do. But it does mark out the entrepreneurs. Much of the time fear prevents action, and the desire to have all the answers delays using intuition.

Peter Taylor, CEO and chairman of TTP Group Plc, an award-winning technology and product development company based in Cambridge, said [in a recent interview](#), “Management is something we don’t want a lot of, it needs to be intuitive.”

For an entrepreneur, this means less time following processes and procedures and more time for action. Have a go and let it evolve, because the first action you take might be wrong, but you would have learned something from it.

In a world driven by metrics, entrepreneurs use their intuition when information is lacking. However, as any entrepreneur will tell you, analyse and use the detail, but don’t ignore your [inner voice](#).

Confidence is developed by knowing what you are able to do; know yourself and know your personal strengths. And if you don’t know, adopt the entrepreneurial eagerness to learn, or “steal with your eyes and ears.” Use the intoxicating blend of knowledge and intuition to introduce some entrepreneurial flair where you need it the most.

Step Three

Collaborate with others in a meaningful way. Although some may believe the entrepreneurial spirit is single-minded, many entrepreneurs appreciate the power of collective cognition or thinking together. That idea of being “in this together” is a significant entrepreneurial driver that builds trust. The spirit of co-creating with colleagues and customers, testing your theories and products and services breaks down our mental maps of how the world works.

These extrinsic behaviours and interactions start to unpick the intrinsic, sometimes unobtainable thoughts, that bind us to our own ideas about life and relationships.

Step Four

Grow through the uncertainty we face. We have a choice to make in thinking about whether something is a threat or an opportunity. Faced with uncertainty, we all expend energy trying to reduce **cognitive dissonance**, or, in other words, sidestep the contradictory arguments. This conflict reduces the ability to learn.

The uncertainty that Britain faces after the EU referendum means that the speed of change around us has increased. It is understandable that deciding to be comfortable with uncertainty feels like a contradiction. But having courage and patience means that the entrepreneurial spirit is comfortable with standing on shaky ground.

Step Five

Share your glory. People attribute their success to various things, but there is always more than one person that is part of the story. Within families and family businesses the entrepreneurial spirit is kept alive by sharing stories. The narrative of successes is handed down through generational story-telling. **Attribution theory** means that we try and explain events and find reasons for how and why our life is the way it is. By sharing and attributing our successes to others, we generate a culture of belonging.

Step Six

Take an hour or two to daydream. Entrepreneurial spirits have enjoyed the **benefits of this** as part of their lives in work and play. It is essential that we are allowed to dream in order to create, allowing the neural networks in the brain to make connections or **connect the dots**.

This might feel like a waste of time, mostly because the education system discourages gazing out of classroom windows. However, because of the ability of the **brain to continually change itself throughout your life**, letting your mind wander provides it with fertile ground. Answers to questions are found and new ideas created. Immerse yourself in a walk by the seaside and the grey matter in your brain has more food for thought without you having to do any work.

Put it all together and what do you get? Well, maybe others will soon be wondering why it's you who seems to be grasping all the opportunities.

FEE's mission is to inspire, educate, and connect future leaders with the economic, ethical, and legal principles of a free society.

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