Entrepreneurial Leadership in the City

Julie Fox, Ph.D.
Entrepreneurial Leadership

What You Will Learn

• **Awareness** of various entrepreneurial frameworks
• **Knowledge** of linkage between entrepreneurship and leadership
• **Ability** to identify potential application of entrepreneurial leadership to your current urban Extension context
Entrepreneurial Leadership

What You Will Learn

Learning to think like an entrepreneurial leader, Predictive puzzle or creative quilt, Babson College video

This Video + Projects

Resources

Continuous Learning Options
Entrepreneurial Leadership

Why Entrepreneurial Leadership for Urban Extension?

- Increasingly diverse constituency
- New technologies
- Changes in traditional funding
- Complex issues
- Uncertain times
- Multi-stakeholder agendas

In a rapidly changing world, organizations need to continually identify new opportunities beyond existing competencies if they are to survive (Hamel, Doz, and Prahalad, 1989; Mintzberg, 1994).

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Entrepreneurship Historical Snapshot

• Various disciplines
  • Psychology
  • Anthropology
  • Sociology
  • Economics
  • Management

• Entrepreneurship: research focus
  • Individual traits
  • Organizational entrepreneurial (team)

- “entreprendre” - to do something differently (French)
- “unternehmen” - to “undertake” (German)
Entrepreneurial Leadership

Current Theories & Future Directions

- Various perspectives
  - Cognitive Psychology
  - Shared, Distributed Leadership
  - Spirituality
  - Cross-Cultural
  - Management, Situational
- Leadership: research focus
  - Individual traits
  - Context: Organizational, entrepreneurial
Entrepreneurial Leadership

Individual Characteristics

<table>
<thead>
<tr>
<th>Common Characteristics</th>
<th>Entrepreneur</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Able to motivate</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>Achievement orientated</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td>Creative</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Flexible</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Patient</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Persistent</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Risk-taker</td>
<td>24</td>
<td>6</td>
</tr>
<tr>
<td>Visionary</td>
<td>6</td>
<td>29</td>
</tr>
</tbody>
</table>

A New Paradigm: Entrepreneurial Leadership (Fernald, Solomon, & Tarabishy, 2005)
Entrepreneurial Leadership Questionnaire

Modified Use

Qs 1-40 You
Qs 41-50 Your Ext. Admin.

• Importance Rating
• Frequency Rating

The purpose of the following questionnaire is to assess the importance to you of various behaviors that your direct supervisor may practice and the extent to which he/she actually practices these behaviors. The questionnaire is completely anonymous. Your responses will be aggregated with the responses of your boss’s other direct reports in order to be scored (at least three direct reports must fill in this questionnaire for each boss).

Please rate the importance to you of each behavior on a five-point scale, with 1 being very unimportant to 5 being extremely important.

Then rate each behavior on the frequency with which your boss actually practices this behavior on the job; 1 indicates almost never, while 5 indicates almost always.

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### Organizational Entrepreneurship

#### Questionnaire

<table>
<thead>
<tr>
<th>Scale</th>
<th>Organizational Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrepreneurial Orientation</td>
<td>risk taking, proactiveness, innovativeness, competitive aggressiveness, autonomy</td>
</tr>
<tr>
<td>Proactiveness</td>
<td>strategic orientation, resource orientation, management structure, reward philosophy,</td>
</tr>
<tr>
<td>Risk-Taking</td>
<td>growth orientation, entrepreneurial culture</td>
</tr>
<tr>
<td>Entrepreneurial Management</td>
<td>Degree of entrepreneurship (company characteristics and behaviors: underlying dimensions</td>
</tr>
<tr>
<td></td>
<td>of innovativeness, risk taking, and proactiveness, as well as structure, and reward,</td>
</tr>
<tr>
<td></td>
<td>strategic &amp; resource orientations)</td>
</tr>
<tr>
<td>Entrepreneurial Performance</td>
<td>Frequency of entrepreneurship (new product, service and process introductions)</td>
</tr>
<tr>
<td>Index (EPI)</td>
<td>The Corporate Entrepreneurship Assessment Instrument (CEAI)</td>
</tr>
<tr>
<td></td>
<td>management support of organizational entrepreneurship; work discretion; rewards and</td>
</tr>
<tr>
<td></td>
<td>reinforcements; time availability; organizational boundaries</td>
</tr>
</tbody>
</table>

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Leading the Entrepreneurial Process

Operations

Opportunity

Change & Continuous Learning

Strategy

Innovation

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GREAT LEADERSHIP IS NOT A SINGULAR CONCEPT. On the contrary, it is a function of the circumstances in which businesses and their top executives operate. The opportunities available to businesses are deeply influenced by six contextual factors, each coming into play to a varying degree at different times. The best leaders can sense the winds of change and adapt with the times.

Function of Circumstances

- Demographics
- Technology
- Social Mores
- Government
- Labor
- Global Events

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Entrepreneurial Leadership in Public Organizations

- Focus on vision and opportunity
- Ability to convince and empower others
- Forges new, powerfully productive linkages at the intersection of business, government, education, and community
- Driven by multiple constituencies rather than solely on the economic markets
- Profit as a means, and not as an end
- Obstacles to entrepreneurship - policies, procedures, personnel restrictions, and reward limitations
## Entrepreneurial Leadership

Your Role +

<table>
<thead>
<tr>
<th>Leading Self</th>
<th>Leading Others</th>
<th>Leading the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Program or Project / Stage of Development)</td>
<td>Leads Teams to Experience the Power of Collective Efforts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Connects Innovation with Results</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coaches to Improve Performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leads Strategically, Leveraging Skills and Resources</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-----------------------------------------</td>
<td>Navigates Change</td>
</tr>
</tbody>
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Entrepreneurial Leadership

Web-based Module

Entrepreneurial Leadership in the City

Introduction
This free learning module provides an introduction to entrepreneurial leadership through video, activities, and a wealth of multimedia resources. Entrepreneurial leadership provides an innovative foundation for urban Extension. By exploring this material, you will see the connection between entrepreneurial theory and leadership.

Learning Objectives
- **Awareness** of various entrepreneurial frameworks (individual, team, organizational).
- **Knowledge** of the linkage between entrepreneurship and leadership.
- **Ability** to identify potential application of entrepreneurial leadership to your current urban Extension context.

https://cityextension.osu.edu/leadership/entrepreneurial-leadership
Entrepreneurial Leadership Activity

Action Activity for You

Complete the Entrepreneurial Leadership Questionnaire (ELQ). If you would like to better understand this tool, read an article describing application of the ELQ, such as Entrepreneurial Leadership Questionnaire: Confirmatory Factor Analysis Evidence from School Context.
Entrepreneurial Leadership Activity

Action Activity with Your Team & Organization

Complete the Organizational Entrepreneurship Questionnaire for your organization. If you would like to better understand this tool, read an article list in the resource section.
Entrepreneurial Leadership Activity

Discussion

• After completing the Entrepreneurial Leadership Questionnaire (ELQ) and Organizational Entrepreneurship Questionnaire, what did you notice about the alignment (or lack of alignment) with any factors from your individual and your organizational ratings?

• Draft a social media post or illustration to communicate the connection between entrepreneurship and leadership.
Entrepreneurial Leadership Activity

Continuous Learning

Journal
- *To Be An Effective Leader Keep A Leadership Journal.*

Mentor & Coach (+ Sponsor)
- Mentor – observation, feedback, and guidance
- Coach – goals, actions, and performance accountability
- Sponsor – helps access and leverage resources

Self-paced Independent Study
- Entrepreneurial leadership in urban Extension reflects some similarities to social entrepreneurship.
- Urban Leadership Lab
- eMerging Entrepreneurs courses for underserved communities
- Revisiting the Entrepreneurial Mind

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Entrepreneurial Leadership

Multimedia Resources

• Entrepreneurial Leadership
• Entrepreneurial Teams
• Entrepreneurial Organizations
• Social Entrepreneurship
• Other (Korn Ferry, Executive Presence)

Imaginar Kids augmented reality puzzles
BackBlack App Hologram

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A lot of people are really scared of failure. In contrast, entrepreneurs are scared of regret.

Christopher Gergen, Founder/CEO, Forward Impact (Forward Impact also consults with state and national clients including helping launch and scale a number of initiatives, including the Aspen Institute’s Center for Urban Innovation)

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