Entrepreneurial Leadership

What You Will Learn

• **Awareness** of various entrepreneurial frameworks
• **Knowledge** of the linkage between entrepreneurship and leadership
• **Ability** to identify potential application of entrepreneurial leadership theory to a current urban Extension situation

• This Video + Projects, Resources, Continuous Learning Options

*Learning to think like an entrepreneurial leader, Predictive puzzle or creative quilt, Babson College video*
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).
Entrepreneurial Leadership

Entrepreneurship Historical Snap-shot

- 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
## 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

<table>
<thead>
<tr>
<th>Importance Rating (I)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all important</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Somewhat important</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Important</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very important</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extremely important</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Frequency Rating (F)</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost never</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To some extent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Frequently</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Often</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very often</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Organizational Entrepreneurship

Entrepreneurial Leadership
This series is offered through Ohio State University Extension. Julie M. Fox, Ph.D. fox.264@osu.edu

Entrepreneurial Orientation
- Risk-taking, Proactiveness, Innovativeness
- Competitive aggressiveness, Autonomy

Entrepreneurial Management
- Strategic Orientation
- Resource Orientation
- Management Structure
- Reward Philosophy
- Growth Orientation
- Entrepreneurial Culture

Entrepreneurial Performance Index (EPI)
- Degree of entrepreneurship (company characteristics and behaviors: underlying dimensions of innovativeness, risk taking, and proactiveness, as well as structure, and reward, strategic & resource orientations)
- Frequency of entrepreneurship (new product, service and process introductions)

The Corporate Entrepreneurship Assessment Instrument (CEAI)
- Management support of organizational entrepreneurship; work discretion; rewards and reinforcements; time availability; organizational boundaries
Leading the Entrepreneurial Process

Change & Continuous Learning

Operations

Opportunity

Strategy

Innovation
Entrepreneurial Leadership Function

Function of Circumstances
- Demographics
- Technology
- Social Mores
- Government
- Labor
- Global Events
Entrepreneurial Leadership in Public Orgs

- 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 an end
- Obstacles to entrepreneurship - policies, procedures, personnel restrictions, and reward limitations
Entrepreneurial Leadership in the City

Introduction
Entrepreneurial leadership provides an innovative foundation for urban Extension. In this “Just in Time” learning module, 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 theory to a current urban Extension situation

Video
Entrepreneurial Leadership

Action Assignment 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*.

Project for Your Organization

- Complete the Organizational Entrepreneurship questionnaire for your organization. If you would like to better understand this tool, read an article such as those listed below.

Discussion with your Colleagues

https://cityextension.osu.edu/ProfessionalDevelopment/just-time-learning/entrepreneurial-leadership
Continuous Learning

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

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

• Self-paced Independent Study
  • *How Cultures Across the World Approach Leadership.* - decision making and authority.
  • Entrepreneurial leadership in urban Extension reflects some similarities to *social entrepreneurship.*
  • Urban Leadership Lab.
  • eMerging Entrepreneurs courses for underserved communities
  • *Revisiting the Entrepreneurial Mind*
Entrepreneurial Leadership

Multimedia Resources

- Entrepreneurial Leadership
- Entrepreneurial Teams
- Entrepreneurial Organizations
- Other (Korn Ferry, Executive Presence)