Entrepreneurial Management
In the City
Today’s Agenda
Leadership in Action

• **What You Will Learn**
  • **Awareness** – Entrepreneurial management factors and resources for managing tasks, people, and self
  • **Knowledge** – Urban Extension management competencies
  • **Ability** – Leverage resources to address management priorities

• **Action Project & ePortfolio**
  • **You** – 3-5 minute Slideshare Presentation
  • **Your Organization** – Entrepreneurial Management and Strategies, National Framework

• **Collaborative Learning:** Discussion, Wiki Resources

• **Options** for You, Your Team & Your Organization
Entrepreneurial Management in the City

• **Entrepreneurial Management**
  - Strategic Orientation
  - Resource Orientation
  - Management Structure
  - Reward Philosophy
  - Entrepreneurial Culture

• **Management Strategies** - Tasks, People, Self

• **Urban Extension Management Competencies**
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Management/Impact™ (M/I) Strategies

<table>
<thead>
<tr>
<th>Task</th>
<th>People</th>
<th>Personal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Goals</td>
<td>Managing Inter-Unit Relations</td>
<td>Managing Integrity</td>
</tr>
<tr>
<td>Managing Change</td>
<td>Managing Teams</td>
<td>Managing Self-Development</td>
</tr>
<tr>
<td>Managing Problems</td>
<td>Managing Communications</td>
<td>Managing Emotions</td>
</tr>
<tr>
<td>Managing Results</td>
<td>Managing Rewards</td>
<td></td>
</tr>
<tr>
<td>Managing Resources</td>
<td>Managing Learning</td>
<td></td>
</tr>
<tr>
<td>Managing Work</td>
<td>Managing Personal Relations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Inhibiting Approaches</th>
<th>Facilitating Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Driven by self-interests</td>
<td>Driven by mutual interests</td>
</tr>
<tr>
<td>Process or outcome focused</td>
<td>Process and outcome focused</td>
</tr>
<tr>
<td>Oriented toward short-term success</td>
<td>Oriented toward long-term effectiveness</td>
</tr>
<tr>
<td>Defensive in nature and impact</td>
<td>Constructive in nature and impact</td>
</tr>
<tr>
<td>Hindering and restrictive</td>
<td>Empowering and supportive</td>
</tr>
<tr>
<td>Yield inconsistent to low results</td>
<td>Yield consistently good results</td>
</tr>
</tbody>
</table>

www.humansynergistics.com/resources/research-and-publications

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Competencies: Planning, Organizing, Adapting, Complying

<table>
<thead>
<tr>
<th>Assess needs of the community</th>
<th>Convene strategic advisory groups</th>
<th>Identify priority needs for Extension programs</th>
<th>Align resources with priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with research partners</td>
<td>Develop a strategic plan of work</td>
<td>Apply community appropriate solutions</td>
<td></td>
</tr>
<tr>
<td>Monitor organizational compliance (e.g., policy, legal)</td>
<td>Utilize best practices in leadership (e.g., conflict negotiation, personnel, research)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A UCED knows the regulations and policies that apply to planning.  
A UCED knows current best practices for planning and organization.

A UCED knows conflict negotiation techniques.  
A UCED is adaptive and values change.  
A UCED knows the change process.

**Assessment:** The UCED implements proper planning tools that result in high-quality Extension programming.
## Competencies: Resources

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project funding and resource needs of Extension programs</td>
<td>Identify appropriate resource and funding sources</td>
</tr>
<tr>
<td>Manage fiscal and resource budgets</td>
<td>Recruit needed staff</td>
</tr>
<tr>
<td>Oversee facilities and equipment management</td>
<td>Manage Extension human resources</td>
</tr>
<tr>
<td>Defend Extension fiscal and resource budgets</td>
<td>A UCED knows current best practices in budgeting.</td>
</tr>
<tr>
<td>A UCED knows current technology for fiscal and resource planning.</td>
<td>A UCED knows the language of fiscal and resource planning.</td>
</tr>
<tr>
<td>A UCED knows government structure and systems.</td>
<td>A UCED knows their university structure and systems.</td>
</tr>
<tr>
<td>A UCED knows that diversified funding provides stability and manages risk.</td>
<td>A UCED knows negotiation strategies.</td>
</tr>
<tr>
<td>A UCED is accountable</td>
<td>A UCED is fiscally responsible.</td>
</tr>
</tbody>
</table>

**Assessment:** The UCED maintains budgetary compliance.
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Competencies: Evaluation & Accountability

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gather results, metrics, and other data on Extension programs</td>
<td>Analyze the impact of Extension programs</td>
</tr>
<tr>
<td>Produce timely reports on Extension impact</td>
<td>Select meaningful measurements for target audiences</td>
</tr>
<tr>
<td>Attribute specific contributions to Extension and other collaborators</td>
<td>Collects only relevant and useable data</td>
</tr>
<tr>
<td>A UCED knows current analysis techniques.</td>
<td>A UCED knows what data is meaningful for each target audience.</td>
</tr>
<tr>
<td>A UCED believes that impact is collaborative.</td>
<td>A UCED values the discipline of consistent evaluation and reporting.</td>
</tr>
<tr>
<td>A UCED believes in the importance of evaluation.</td>
<td>A UCED values honestly reporting both successes and failures.</td>
</tr>
<tr>
<td>A UCED knows emerging data gathering techniques.</td>
<td></td>
</tr>
</tbody>
</table>

**Assessment:** The UCED reports impact to differentiated audiences.
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Entrepreneurial Orientation

Organizational Entrepreneurship

Entrepreneurial Management

Innovation
Proactiveness
Risk-Taking

Strategic Orientation
Resource Orientation
Management Structure
Reward Philosophy
Entrepreneurial Culture
## Entrepreneurial Management in the City
### Strategic Orientation

<table>
<thead>
<tr>
<th>Authors</th>
<th>Strategic Orientation Continuum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burns &amp; Stalker, 1971</td>
<td>Mechanistic</td>
</tr>
<tr>
<td></td>
<td>Organic</td>
</tr>
<tr>
<td>Cornwall &amp; Perlman, 1990</td>
<td>Traditional</td>
</tr>
<tr>
<td></td>
<td>Protect status quo</td>
</tr>
<tr>
<td></td>
<td>entrepreneur</td>
</tr>
<tr>
<td></td>
<td>Actively seek new value</td>
</tr>
<tr>
<td>Miles &amp; Snow, 1978</td>
<td>Reactor</td>
</tr>
<tr>
<td></td>
<td>Defender</td>
</tr>
<tr>
<td></td>
<td>Analyzer</td>
</tr>
<tr>
<td></td>
<td>Prospector</td>
</tr>
<tr>
<td></td>
<td>Proactive external focus</td>
</tr>
<tr>
<td>Stevenson, 1983</td>
<td>Trustee</td>
</tr>
<tr>
<td></td>
<td>Resource-driven</td>
</tr>
<tr>
<td></td>
<td>Promoter</td>
</tr>
<tr>
<td></td>
<td>Opportunity-driven</td>
</tr>
</tbody>
</table>
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Resource Orientation

- **Promoter-oriented** organizations act as if **all they need from resources is the ability to use them**. They become skilled at the use of other people’s resources including financial, intellectual and political capital. (Starr & MacMillan, 1990).

- **Trustee-oriented** organizations seek **stability and efficiency through resource ownership**, which they associate with control, power and status.

- **Entrepreneurial organizations** create new resources or **obtain** and **combine** existing resources in unique ways to innovate (Schumpeter, 1934).
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Management Structure

- Simple Structure: highly informal and works well in small, rapid-growth ventures
- Machine Bureaucracy: focuses on standardization and works well in achieving production
- Organic: flexible, collaborative, and accommodating to innovation
- Divisional: operates with formal independent teams & sophisticated management information systems

Centralized – Decentralized – Distributed

www.kotterinternational.com/book/accelerate/
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Reward Philosophy

- Entrepreneurship is about risk and reward (Morris & Kuratko, 2002).
- Compensation based on value creation (rather than solely rewarding seniority).
- Compensation Categories (Mix - Gomez-Mejia & Balkin, 1992)
  - indirect - benefits and services
  - direct - base pay, merit pay and incentives
  - relational - recognition, challenging work and learning opportunities (Milkovich & Newman, 1999)
- Reward systems in public agencies and higher education present structured and often inflexible situations that support a more mechanistic organization, but public and nonprofit organizations are beginning to explore degrees of flexibility (Miller, 2005).
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Entrepreneurial Reward - Motivation

Entrepreneurial Motivations:
1. General
   - Need for achievement
   - Locus of control
   - Vision
   - Desire for independence
   - Passion
   - Drive
2. Task-specific
   - Goal setting
   - Self-efficacy

Entrepreneurial Opportunities

Environmental Conditions

Cognitive Factors:
- Vision
- Knowledge
- Skills
- Abilities

Fig. 1. Model of entrepreneurial motivation and the entrepreneurship process.

Shane, Locke, & Collins (2003)
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Entrepreneurial Culture

**Components of an Entrepreneurial Culture** (substance and form)

- Value creation through innovation and change
- A focus on people and empowerment
- Hands-on management
- Freedom to grow and fail; commitment and personal responsibility
- Emphasis on the future and a sense of urgency (Cornwall & Perlman, 1990; Timmons, 1999)

Entrepreneurial organizations achieve a **balance on a continuum of primary values**, such as

- Performance-based rewards versus power and tenure-based rewards
- Personal purpose and organizational purpose
- Command decision making and consensus decision making (Tropman & Morningstar, 1989)
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Action Assignment for You

• *Essential Urban Extension Management Practices* – Select one management topic and prepare a 3-5 minute presentation to share with your colleagues.
  • Present best practices and resources on the topic.
  • Present a current urban Extension management project and describe key lessons learned.
  • Present a scenario and facilitate dialogue on the topic - or present two scenarios and compare/contrast.

• Plan B - [Slideshare](#) - [Quick Guide](#)
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With Your Team & Organization

• ePortfolio Plus – Management Tools

• National Framework for Urban Extension - Your organization’s
  • entrepreneurial management (strategic orientation, resource orientation, management structure, reward philosophy, and entrepreneurial culture)
  • strategic investments for urban Extension positioning, programs, personnel, and partnerships
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• **Discussion**
  
  • What barriers and support do you have for intentional connections and impacts along the urban-rural continuum?

  • What strategies have you used to help Extension support unit leaders understand the unique needs of urban Extension management?

  • How do you develop inter-unit relations?
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Multimedia Resources

- Leadership Without Easy Answers
- CLA
- Extension
- Ohio State University
- The Academy of Management
- The Role of Human Resource Management in Risk Management
- Perspectives on the Study of Work-Life Balance
- The R Factor
- The Performance Pathway
- Lead Now
- The E + R = O Performance Model
You, Your Team, Your Organization

• Journal
  Reflect on your organization +/- (grateful, discouraged/influence)

• Mentor & Coach
  Mentor – inter-unit relationship
  Coach - urban Extension competencies

• Self-paced Independent Study
  • Adaptive leadership or read the free eBook on Leadership Without Easy Answers
  • Management Strategy - Management Impact (tasks, people, self)

• Team Collaboration - A Just-In-Time Learning Module - Entrepreneurial Management
  Scenario Planning - National Framework for Urban Extension
  Focus 3 Performance Playbook
Managing Self