

Entrepreneurial Leadership – Personal Context

What

Entrepreneurial Leadership

With the scale, diversity, and complexity of urban communities, Extension can benefit from entrepreneurial leadership. Research and practice recognize multiple perspectives with interwoven factors at the intersection of entrepreneurship and leadership. Regardless of your role, there is opportunity to integrate an entrepreneurial approach to your leadership of programs, projects, teams, and entire organizations.

Entrepreneurial Leadership

focuses on turning problems into opportunities that create economic and social value.

Stephen Spinelli Jr, Babson College President

Individual Perspective

Mindset, characteristics, and behaviors contribute to the individual perspective of entrepreneurial leadership. A few common abilities of entrepreneurial leaders include:

- **Recognizing** opportunities through formal and informal scanning
- **Fostering** idea generation and then idea structuring, and idea promotion
- **Engaging** stakeholders in their social, political, and cultural contexts
- **Creating** visionary scenarios to proactively move toward a compelling vision and clear goals
- **Strategically** mobilizing resources with flexibility and persistence
- **Understanding** how to deal with risk and uncertainty
- **Influencing** and **empowering** others
- **Creating** value

(Harrison, Paul, & Burnard, 2016)

Organizational Perspective

Entrepreneurial organizations support entrepreneurial orientation and entrepreneurial management.

Entrepreneurial Orientation

Innovation
 Proactiveness
 Risk-Taking

Entrepreneurial Management

Strategic Orientation
 Resource Orientation
 Management Structure
 Reward Philosophy
 Entrepreneurial Culture

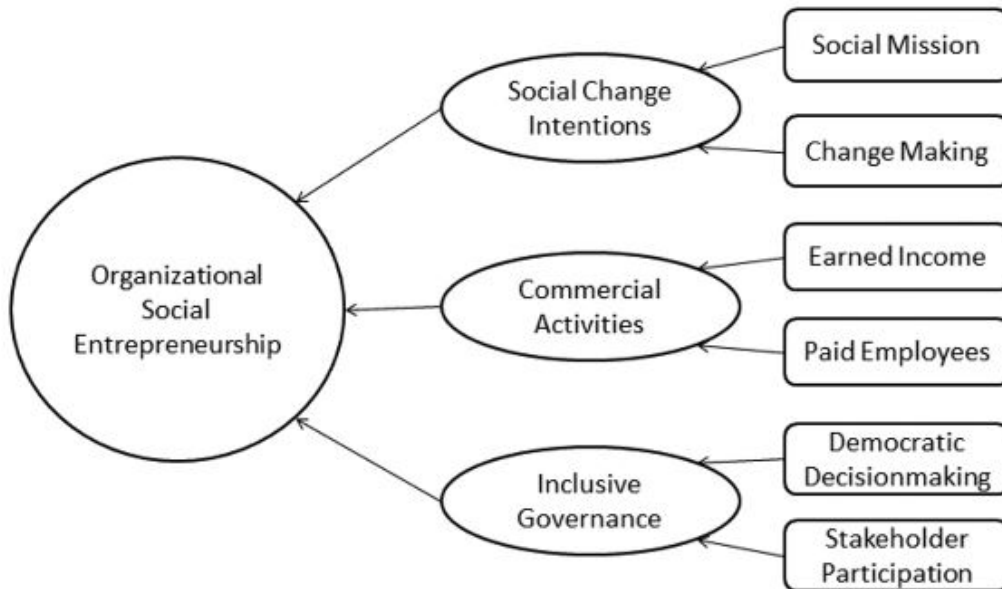
Public organizations:

- Focus on vision and opportunity
- Forge new, powerfully productive linkages at the intersection of business, government, education, and community
- Recognize profit as a means, and not as an end



Organizational Perspective *continued*

Organizational social entrepreneurship reflects elements common to university Extension.



Kannampuzha & Hockerts, 2019

Entrepreneurial Process Perspective

The entrepreneurial process begins with how individuals and organizations scan, identify, and evaluate opportunities. Innovation advances discovery which leads to exploitation through strategic and operational stages for value creation. In a dynamic environment of change and uncertainty, continuous learning and adapting are essential.

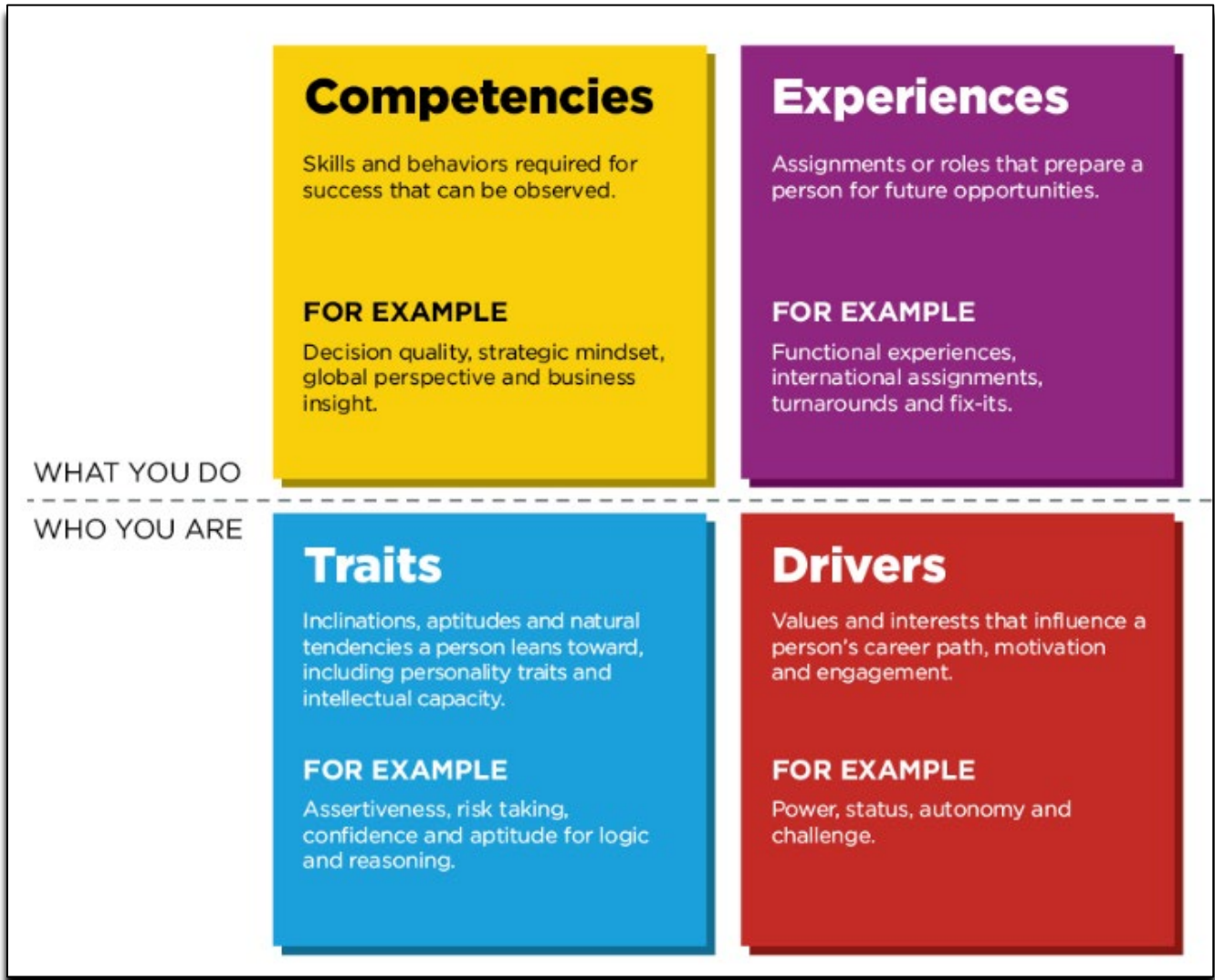


Fox, 2005



Personal Context

The Leadership in the City course recognizes the value of a multidimensional approach to leadership development and lifelong learning. The Korn Ferry Four Dimensions of Leadership (KF4D) (Lewis, 2017) provide a comprehensive perspective for assessing and developing talent.



So What

Greater awareness of your leadership dimensions and entrepreneurial leadership factors provides opportunity to influence your professional development and improve your performance in a variety of complex situations. This applies to individuals, teams, and organizations.



Now What

1. Create your own infographic summarizing your leadership dimensions.

Add what you learned through prior leadership programs, personal assessments, other experiences, and other input you have received throughout your career. You might find these resources helpful:

- [Korn Ferry competency chart](#) and [cultural perspective](#)
- [The Most Important Leadership Competencies, According to Leaders Around the World](#)
- [Assessment: What's Your Leadership Style?](#)
- [Leadership Competencies](#) from the Society of Human Resource Management
- [Top 10 Leadership Assessment Questions](#) – article from Inc.
- [Energy Assessment](#) from the Johnson & Johnson [Human Performance Institute](#)
- [Comprehensive list of options to assess, benchmark and track your leadership development needs](#)

Consider the **urban** perspective through the [NUEL Urban County Extension Director Competencies](#)

Explore **entrepreneurial** factors by completing the [Entrepreneurial Leadership Questionnaire \(ELQ\)](#) from your own perspective. This is a modified use of this tool. 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*.

- ### 2. Reflect on your leadership dimensions and select one way you would like to expand upon your dimensions. How are entrepreneurial leadership factors reflected in your dimensions?
- ### 3. Check out the entrepreneurial leadership resources on the last page of this document, including videos, tools, research, and additional assessments.
- ### 4. Update your four dimensions as you gain additional experiences, develop your competencies, clarify your drivers, and assess your characteristics.
- ### 5. Explore and discuss indicators of organizational entrepreneurship with your team. Discuss specific examples of how your organization supports or discourages organizational entrepreneurship.
- The existing [Organizational Entrepreneurship questionnaire](#), represented in the image on page 1 of this document can provide insight into your organization.
 - The image on the top of page 2 of this document illustrates an emerging model from [an article on organizational social entrepreneurship](#). It provides insight based on organizations similar to Extension. In addition to the link above, the published article can be accessed through your university library. Kannampuzha, M. J., & Hockerts, K. (2019). Organizational social entrepreneurship: scale development and validation. *Social Enterprise Journal*, 15 (3), 290-319.
- ### 6. Share this with colleagues and discuss team strengths and opportunities for individual and team professional development.



Resources

[Link to Collection of Urban Extension Leadership Entrepreneurial Resources – Personal Context](#)

References

Fox, J. M. (2005). [Organizational entrepreneurship and the organizational performance linkage in university extension](#). The Ohio State University.

Harrison, C., Paul, S., & Burnard, K. (2016). [Entrepreneurial Leadership: A Systematic Literature Review](#). *International Review of Entrepreneurship*, 14(2).

Kannampuzha, M., & Hockerts, K. (2019). Organizational social entrepreneurship: Scale development and validation. *Social enterprise journal*.

Lewis, J. L. (2017). *Korn Ferry's four dimensional enterprise assessment – Research guide and technical manual*. Korn Ferry. <https://www.kornferry.com/content/dam/kornferry/docs/article-migration/KF4DEnterprise-TM-NOV-2017-nav.pdf>

This resource was developed for Leadership in the City participants. If it has been shared with you outside the course, you may not have access to all the linked material.

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