

Leading With an Entrepreneurial Edge

An entrepreneurial leadership guide for urban Extension professionals

This resource supplements a poster at the National Urban Extension

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:

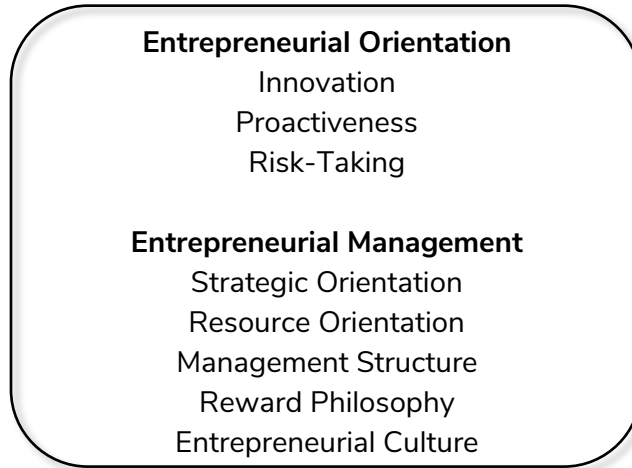
- **Recognizing** opportunities through formal and informal scanning
- **Fostering** idea generation and then idea structuring, and idea promotion
- **Engaging** stakeholders in their social, political, and cultural contexts
- **Creating** visionary scenarios to proactively move toward a compelling vision 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)

Being entrepreneurial extends beyond creativity, cost recovery, and other familiar perspectives on innovation, to advancements in urban programs, positioning, partnerships, and personnel. Being entrepreneurial includes pursuing opportunities without regard to the resources currently controlled (Stevenson, 1983). In addition to the above, some additional entrepreneurial factors include being proactive, exploratory, resourceful, relational, and agile. See references and resources.

Organizational Perspective

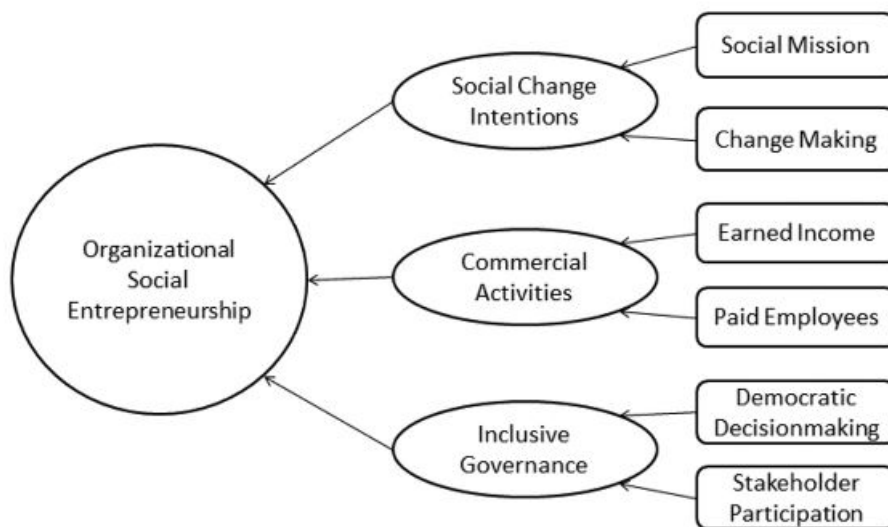
In addition to entrepreneurial factors for individuals, entrepreneurial organizations support entrepreneurial orientation and entrepreneurial management.



All organizations can demonstrate evidence of entrepreneurial characteristics. 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 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

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>

Stevenson, H.H. (1983). A perspective on entrepreneurship. Harvard Business School Working Paper, 9-384-131.



This poster draws upon the following:

[Leadership in the City](#) (2017 – 2022). 5 Cohorts * 127 Extension Professionals * 31 States

This resource provided for the 2022 National Urban Extension Conference draws upon the Leadership in the City curriculum. An entrepreneurial theme flows through Leadership in the City, beginning with entrepreneurial learning, and then extending to entrepreneurial leadership, innovation, networking, engagement, marketing, and management.

[Book Chapter \(2022\): Extension Programming to Enhance Urban Wellbeing in *The Role of the Social Sciences in Extension*, Editors Maria de Guzman & Holly Hatton-Bowers](#)

[Urban-Themed Issues of JHSE 2017 & 2022](#)

Resources**Entrepreneurial Leadership**

- [Learning to think like an entrepreneurial leader, Predictive puzzle or creative quilt, Babson College video](#)
- [Babson College article on Entrepreneurial Leadership](#)
- [Entrepreneurial leadership: Insights and directions](#)
- [Understanding and Measuring Entrepreneurial Leadership Style](#)
- [The Intersection of Leadership and Entrepreneurship: Mutual Lessons to Be Learned](#)
- [Designing a Scale for Measuring Entrepreneurial Leadership in SMEs](#)
- [A New Paradigm: Entrepreneurial Leadership](#)
- [A New Paradigm of Entrepreneurial Leadership: The Mediating Role of Influence, Vision, and Context \(Honors Thesis\)](#)
- [Entrepreneurial Leadership Questionnaire \(ELQ\), Available through McGraw Hill Education](#)
- [Entrepreneurial Leadership Questionnaire: Confirmatory Factor Analysis Evidence from School Context](#)
- [Entrepreneurial Leadership: What Is It and How Should It Be Taught?](#)
- [Entrepreneurial Leadership: Developing and Measuring a Cross-Cultural Construct](#)
- [Entrepreneurial Leadership: A Review of Measures, Antecedents, Outcomes, and Moderators](#)
- [Entrepreneurial Leadership: A Theoretical Framework](#)
- [Entrepreneurial Leadership and Sustainable Development – A Systematic Literature Review](#)
- [Learning to Lead in the Entrepreneurial Context](#)
- [Culture and Leader Effectiveness: The GLOBE Study](#)
- [Leadership: Current Theories, Research, and Future Directions](#)
- [The Leadership Challenge](#)



- [Leadershift, 11 Essential Changes Every Leader Must Embrace, John Maxwell](#)
- [How Cultures Across the World Approach Leadership](#)
- [The Five Traits of Entrepreneurial Leadership](#)
- [Schumpeter's theory of leadership: a brief sketch \(Schumpeter's understanding of entrepreneurial leadership which fuses the concepts of entrepreneurship and leadership\)](#)
- [Entrepreneurial Leadership: Insights and Directions](#)

More articles to retrieve from your university's online library

- [Understanding and Measuring Entrepreneurial Leadership Style](#)
- [Changing Times: Entrepreneurial Leadership in a Community-Based Nonprofit Organization](#)
- [Entrepreneurial Leadership: Towards a Model for Learning and Development](#)
- [Entrepreneurial Leadership in the 21st Century](#)
- [Entrepreneurial Leadership in the U.S.](#)
- [An Attitude Approach to the Prediction of Entrepreneurship \(EAO\) and Individual Entrepreneurial Orientation: Development of a Measurement Instrument \(IAO\)](#)
- [Entrepreneurial Leadership: Insights and Directions, March 2017 Special Issue](#)

Entrepreneurial Organizations

- [Entrepreneurial Leadership Strategies and Values: Keys to Operational Excellence](#)
- [A Paradigm of Entrepreneurship: Entrepreneurial Management](#)
- [Enhancing Entrepreneurial Orientation Research: Operationalizing and Measuring a Key Strategic Decision Making Process](#)
- [Organizational Entrepreneurship in Extension \(Fox dissertation 2005\) \(sign into ResearchGate for free access\)](#)
 - [Executive Summary](#)
 - [10-page case study](#)
- [Entrepreneurship in Public and Not for Profit Organizations](#)
- [National Urban Extension Initiative: Implementation Plan](#)
- [Entrepreneurship in Nonprofit Organizations: A Systematic Review of the Literature](#)

Social Entrepreneurship

- [Stanford Social Innovation Review](#)
- [Ashoka](#)
- [Social Enterprise Alliance](#)
- [Social and Commercial Entrepreneurship: Same, Different, or Both?](#)
- [The Meaning of Social Entrepreneurship](#)
- [Schwab Foundation for Social Entrepreneurs, 10 Lessons from Leaders: Local Entrepreneurs Tell All](#)

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Leading With An Entrepreneurial Advantage

Julie Fox, Ph.D., fox.264@osu.edu, National Urban Extension Conference, May 2022, Rutgers, Camden, NJ



Entrepreneurial Leadership

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

Stephen Spinelli Jr., Babson College President

The future of urban Extension requires leaders to be entrepreneurial.

This poster honors stakeholder-driven urban Extension professionals who proactively develop relationships, pursue opportunities without regard to resources controlled, and turn problems into opportunities that create economic and social value. This poster draws upon the following.

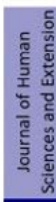


Leadership in the City Course (2017-2022)
5 Cohorts * 127 Extension Professionals * 31 States

Book Chapter (2022): Extension Programming to Enhance Urban Wellbeing in *The Role of the Social Sciences in Extension*,
Editors Maria de Guzman & Holly Hatton-Bowers



Urban-Themed Issues of JHSE 2017 & 2022



THE OHIO STATE UNIVERSITY
EXTENSION



With the scale, diversity, and complexity of urban communities, Extension benefits from intentionally engaging in entrepreneurial leadership.

Being entrepreneurial extends beyond creativity, cost recovery, and other familiar perspectives on innovation, to advancements in programs, positioning, partnerships, and personnel.

Individual mindset, characteristics, and behaviors contribute to entrepreneurial leadership.

- 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 from a stakeholder point of view

Organizational Entrepreneurship
Entrepreneurial organizations support entrepreneurial orientation and management.

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

Entrepreneurial Orientation

- Innovation
- Proactiveness
- Risk-taking

Entrepreneurial Management

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



References
Fox, J. M. (2005). *Organizational entrepreneurship and the organizational performance linkage: a university, extension, and community development perspective*. *Journal of Entrepreneurship & Regional Development*, 17(2), 115-130.
Harrison, C., Paul, S., & Burnard, K. (2018). *Entrepreneurial Leadership: A Systematic Literature Review*. *International Review of Entrepreneurship*, 14(2).
Kamranfaruqi, M., & Holcomb, K. (2018). *Organizational social entrepreneurship: Scale, development and validation*. *Social Enterprise Journal*.

An **Entrepreneurial Leadership guide for urban Extension Professionals** can be accessed through this QR code.



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<https://urban-extension.cfaes.ohio-state.edu>