

# Entrepreneurial Leadership in the City

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Julie Fox, Ph.D.

# Entrepreneurial Leadership

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## 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

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## 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

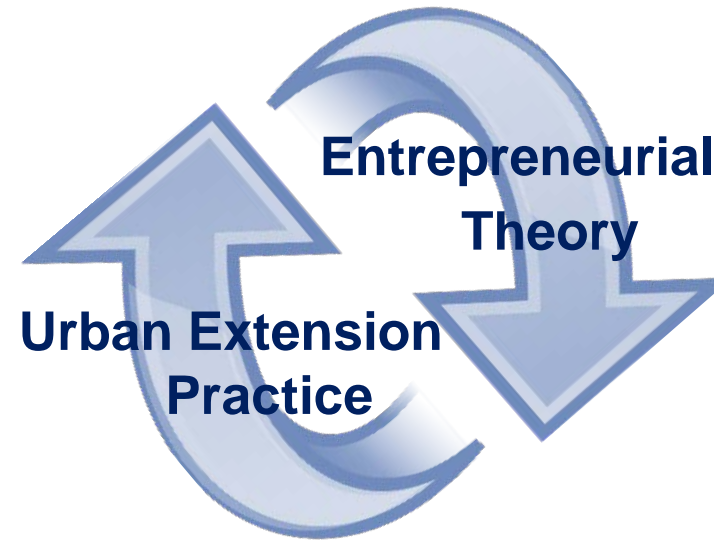


# Entrepreneurial Leadership

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## 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 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

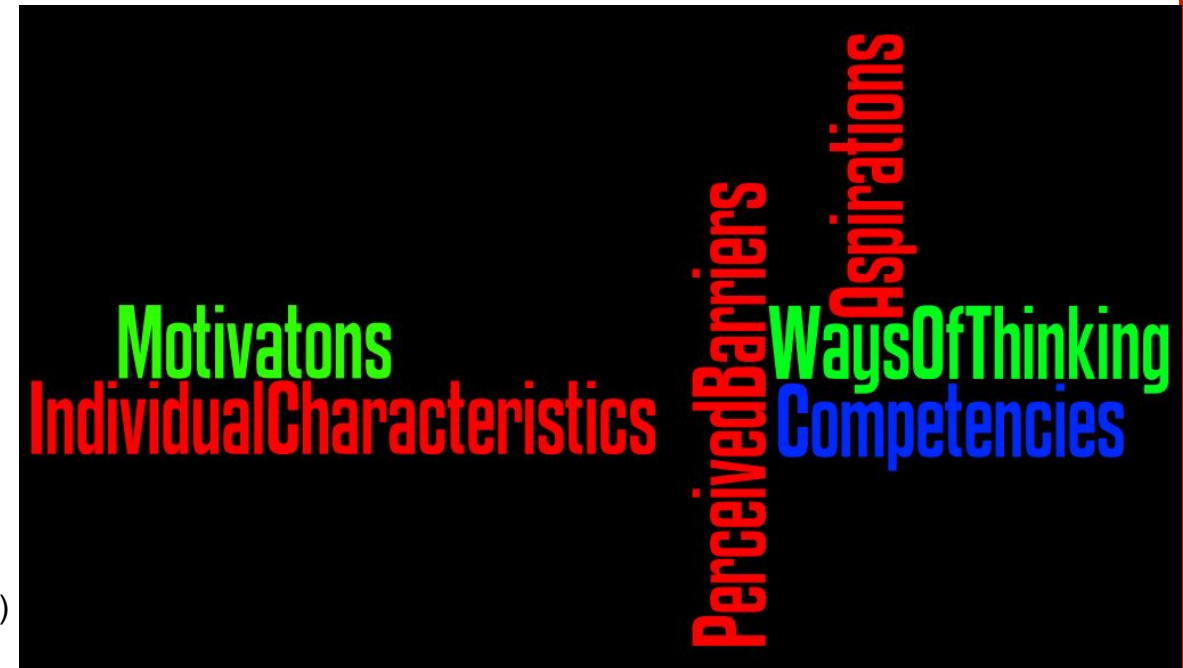


# Entrepreneurial Leadership

## Individual Characteristics

Common Characteristics	Entrepreneur	Leader
Able to motivate	3	15
Achievement orientated	15	7
Creative	10	5
Flexible	2	6
Patient	1	3
Persistent	3	2
Risk-taker	24	6
Visionary	6	29

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

Entrepreneurial Leadership Questionnaire (ELQ)

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.

Importance Rating (I)	1	2	3	4	5
	Not at all important	Somewhat important	Important	Very important	Extremely important

Frequency Rating (F)	1	2	3	4	5
	Almost never	To some extent	Frequently	Often	Very often

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# Organizational Entrepreneurship

## Questionnaire

### Entrepreneurial Orientation

Innovation  
Proactiveness  
Risk-Taking

### Entrepreneurial Management

Strategic Orientation  
Resource Orientation  
Management Structure  
Reward Philosophy  
Entrepreneurial Culture

Scale	Organizational Factors
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



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# Leading the Entrepreneurial Process



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# Entrepreneurial Leadership Function



## Function of Circumstances

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

HBR

# Entrepreneurial Leadership in Public Organizations

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- 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 +

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**Leading Self**

**Leading Others**

**Leading the Organization**

(Program or Project / Stage of Development)

Leads Teams to Experience the Power of Collective Efforts

Connects Innovation with Results

Coaches to Improve Performance

Leads Strategically, Leveraging Skills and Resources

----- Navigates Change -----



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# Entrepreneurial Leadership

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## Web-based Module

### Entrepreneurial Leadership in the City

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#### 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.

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#### 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 in the City**  
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# Entrepreneurial Leadership Activity

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## 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

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## 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.



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# Entrepreneurial Leadership Activity

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## 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

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## 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

- [\*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

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## Multimedia Resources

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



# ***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 the a number of initiatives, including the Aspen Institute's Center for Urban Innovation)

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