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# Entrepreneurial Leadership

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- Leadership
- Definition of Entrepreneurial Leadership
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- What Would you do?
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# INTRODUCTION

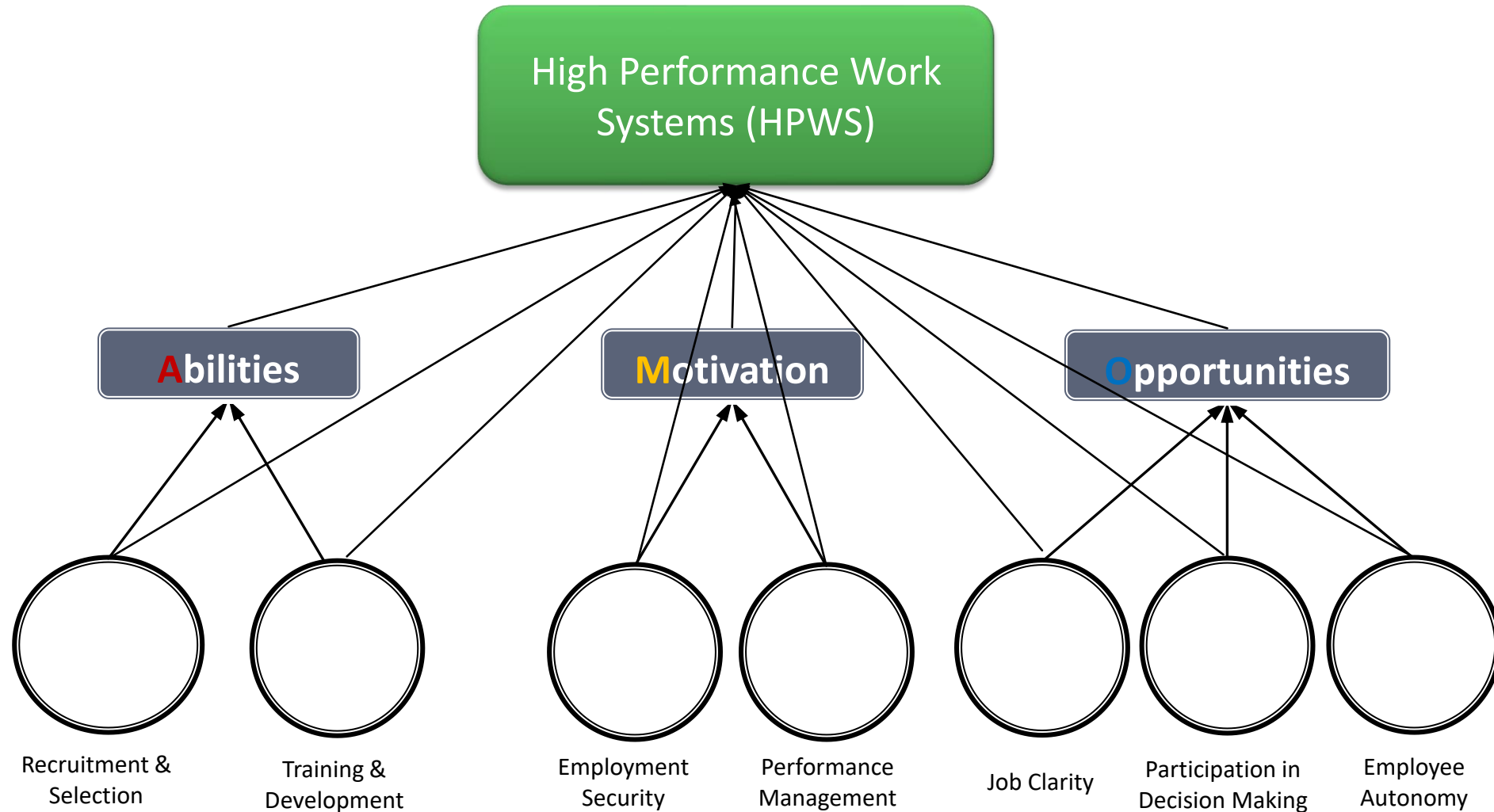
# 01



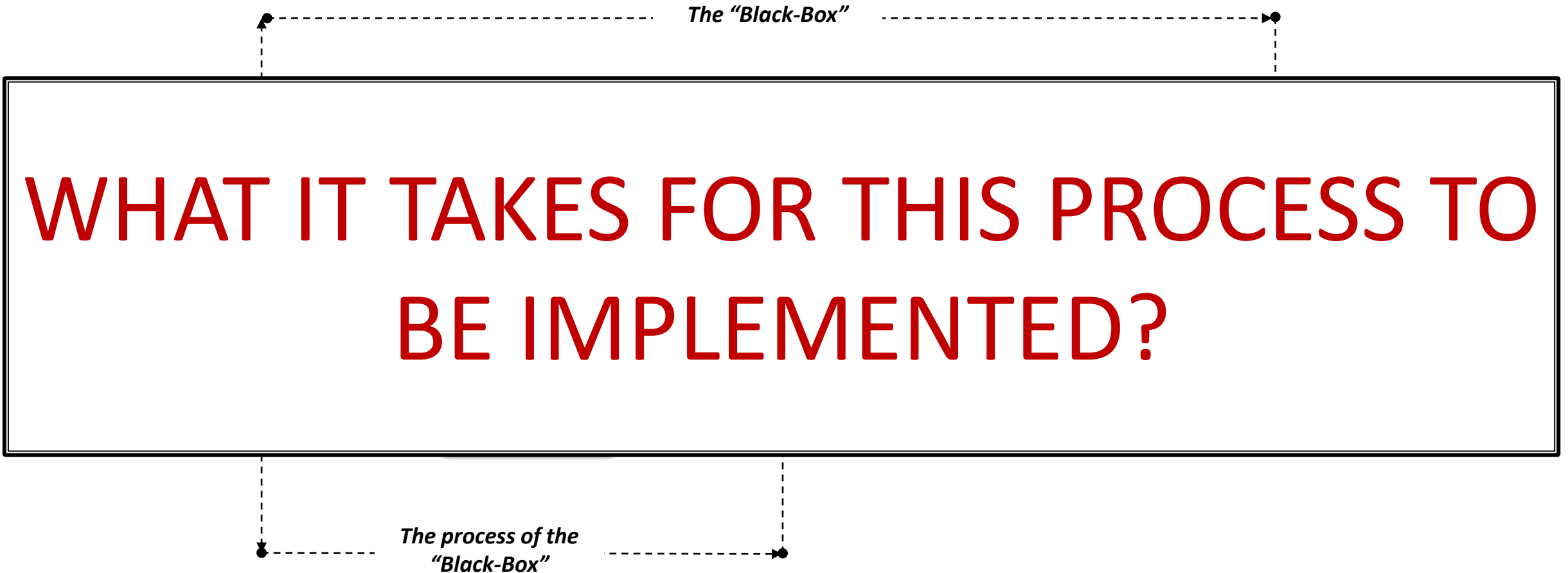
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# Abilities - Motivation – Opportunities (AMO)

Appelbaum et al. (2000)



# The 'Black-Box' and the actual process





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# LEADERSHIP

# 02



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***“The process of influencing a group of individuals to achieve a vision or desired outcomes”***

**(De Jong and Den Hartog, 2007)**



# Defining Leadership

- *“The influencing processes that involve setting the objective goals of the team or organization, creating incentives to accomplish a task, and contributing to the maintenance of the team and its culture”* (Yuki, 2002)
- *“The ability to influence others and to be able to put into action for specific goals and targets”* (Sisman, 2014)
- *“The ability of creating support and confidence needed to achieve organizational goals among the people”* (Dubrin, 2012)





# Leadership

## ➤ Two main types

- **Transactional Leadership** (Rafferty and Griffin, 2004)
  - ✓ Involves an exchange relationship between leaders and followers
  - ✓ Focuses on satisfying the followers' extrinsic needs (e.g., contingent rewards)
- **Transformational Leadership** (Wen et al., 2019)
  - ✓ Improves employees' development
  - ✓ It is "process oriented"
  - ✓ Enhances Commitment
  - ✓ Based on trust and expectations



# Transformational Leadership

- **Has been linked with beneficial employee outcomes**
  - ✓ Happiness
  - ✓ Psychological health
  - ✓ Psychological well-being
    - Increased job performance



# Leadership

The most undervalued characteristic

- **Courage**
- ✓ To advance a vision
- ✓ Ignore the short-term ups and downs of the business
- ✓ To take risks on people
- ✓ To BELIEVE in people
- ✓ To speak truth to power
- ✓ To do the right thing and have integrity





“

## LEADERSHIP IS LONELY

I'm not going to be afraid of confrontation to get us where we need to go. There's a big misconception where people think that winning and success come from everybody putting their arms around each other and singing kumbaya and patting them on the back when they mess up, and that's just not reality.

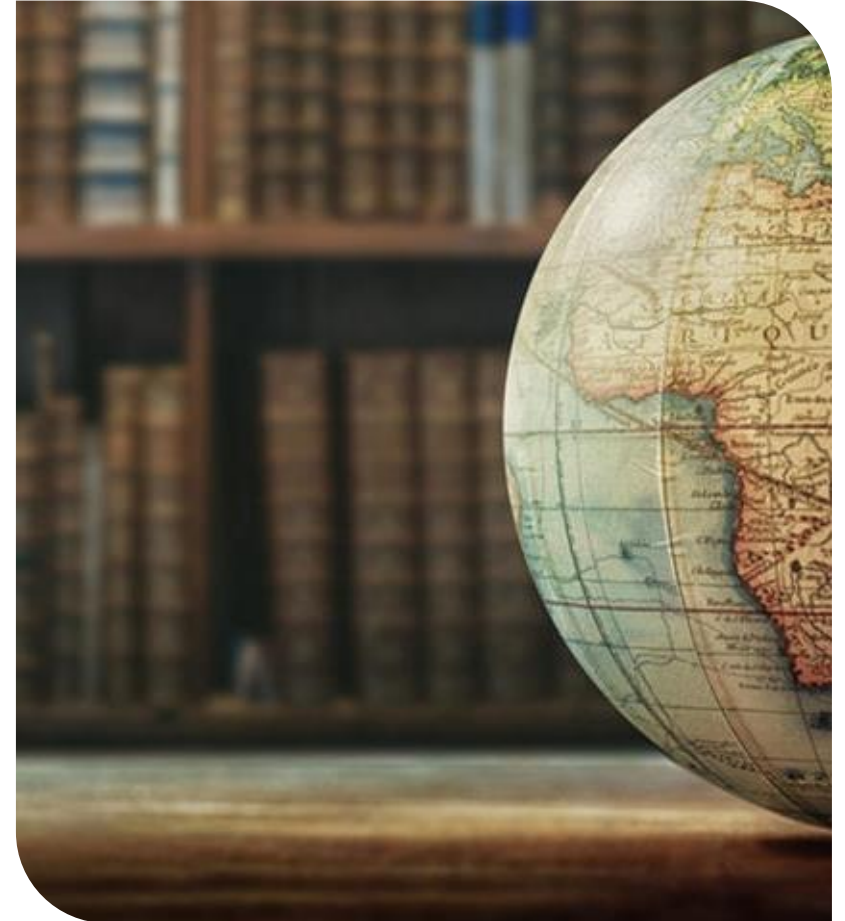
**IF YOU ARE GOING TO BE A LEADER, YOU'RE NOT GOING TO PLEASE EVERYBODY. YOU HAVE TO HOLD PEOPLE ACCOUNTABLE, EVEN IF YOU HAVE THAT MOMENT OF BEING UNCOMFORTABLE.**

Kobe Bryant | A Coach's Diary

# Leadership

To sum up

- ✓ Influences group members and guides them to the right direction
- ✓ The leader influences members of the group by using his/her leadership characteristics in order to achieve the organizational goals
- ✓ Steers people to reach a goal that requires different persuasion skills
- ✓ Leadership has a purpose
- ✓ Leaders and groups create a value together and become a trademark



Leadership  
is not a rank  
or position to be attained.

Leadership  
is a service to be given.

@simonsinek

Leadership is not  
a license to do less.

Leadership is a  
responsibility to do more.

-----

@simonsinek

A great leader  
doesn't only inspire us  
to have confidence  
in what THEY can do.

A great leader  
inspires us  
to have confidence  
in what WE can do.

@simonsinek



Good leaders  
have the ability  
to inspire us  
in their lifetime.

Great leaders  
have the ability  
to inspire us  
beyond their lifetime.

@simonsinek

So goes the leader,  
so goes the culture.

So goes the culture,  
so goes the company.

@simonsinek

We call someone leader  
not because  
they are in charge.

We call someone leader  
because  
they have the courage  
to go first.  
to risk first.  
to trust first.

All great leaders  
are optimists.

To inspire requires  
an undying belief  
that the future is  
bright.

-----

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

- Colin Powell

**A leader without a title is  
better than a title without  
the ability to lead.**

@simonsinek

**Leadership is not  
an expertise.**

**Leadership is a  
constant education.**

**Leadership is not a  
license to do less.**

**It is a responsibility  
to do more.**



**Leadership is not about  
being in charge.**

**Leadership is about  
taking care of those  
in your charge.**

**Great leaders give people  
something to believe in,  
not something to do.**

Leaders eat last.



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# ENTREPRENEURIAL LEADERSHIP

# 03



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# Introduction

- Leadership qualities do not suffice to maintain the growth, development and sustainability of businesses
- Business “managers” should be able to look for innovations, opportunities around them and take some risks



# Introduction

- Entrepreneurial leadership refers to those who
  - ✓ can take risks
  - ✓ seize opportunities
  - ✓ pursue innovation
  - ✓ are innovative
  - ✓ Productive
  - ✓ Alternative, and
  - ✓ strategic
- Entrepreneurial leaders
  - ✓ know themselves and their environment
  - ✓ find new opportunities by creating value for the business, stakeholders and society



# Defining Entrepreneurial Leadership

- ❖ *“A type of leadership that consists of actions towards establishment of a business at the individual level, actions towards following the innovations at the organizational level and actions towards benefiting from the opportunities that are distinguished at the market level”*

(Altuntas, 2014, p. 11; Alvarez and Barney, 2002)

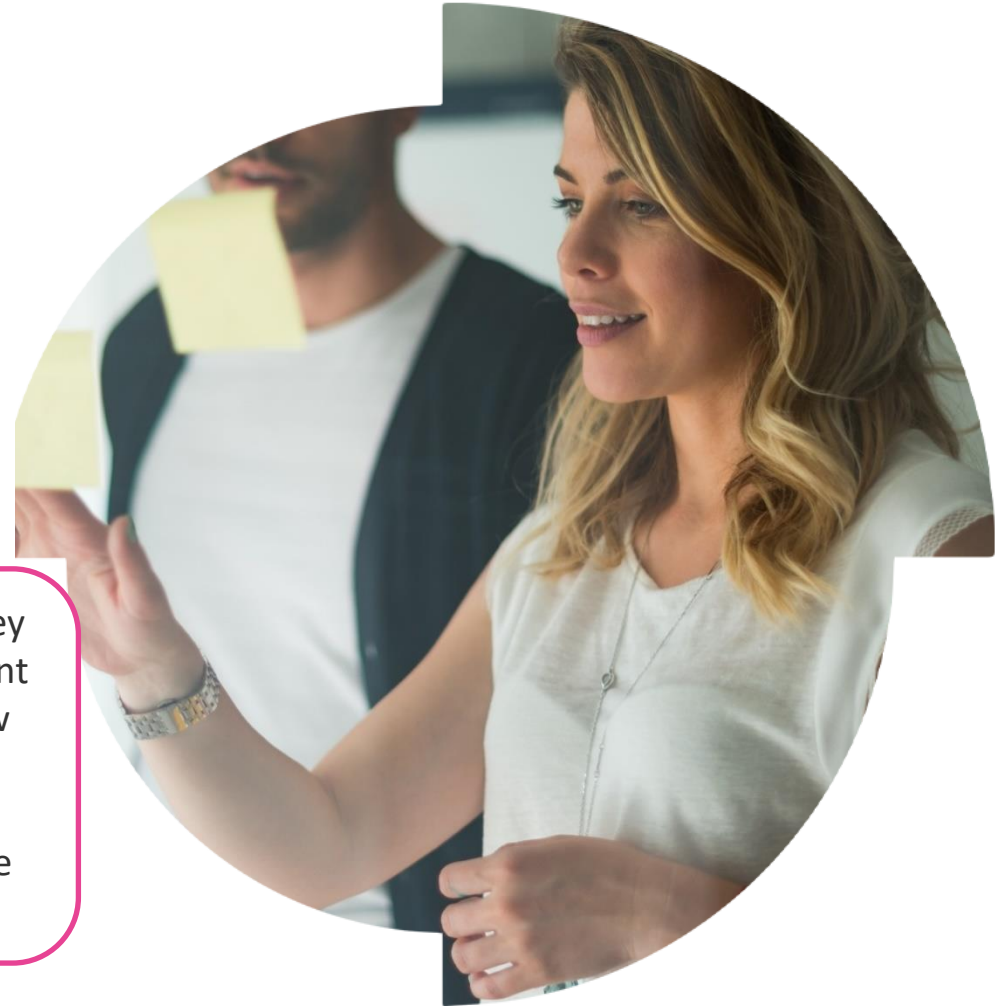


# The three Principles of Entrepreneurial Leadership

- ✓ In situations with high degree of uncertainty, information is limited.
- ✓ Leaders must start (and learn) from action rather than analysis, in order to identify the next course of action

- Entrepreneurial leaders are driven by their commitment to
  - ✓ Social
  - ✓ Environmental, and
  - ✓ Economic responsibility and sustainability

- Entrepreneurial Leaders - If they want to advocate a commitment to shared values -need to know
  - ✓ Who they are
  - ✓ What drives them
  - ✓ What they are passionate about







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# CHARACTERISTICS OF ENTREPRENEURIAL LEADERSHIP

# 04



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# Characteristics of Entrepreneurial Leadership

- **Six main characteristics of the entrepreneurial leadership**
  - ✓ Supporting entrepreneurial skills
  - ✓ Interpretation of the opportunities
  - ✓ Protecting the innovations threatening the current business model
  - ✓ Questioning the current business logic
  - ✓ Reviewing the simple questions
  - ✓ Associating entrepreneurship with strategic management



Altuntas, 2010; Cover and Slevin, 2002; Yilmaz and Gormus, 2012

# Characteristics of Entrepreneurial Leadership

## ➤ Must-have characteristics for a successful entrepreneur leader

- ✓ Flexibility
- ✓ Humility
- ✓ Focus
- ✓ Decisiveness
- ✓ Stick-to-it-ness
- ✓ Vision
- ✓ Paranoid Confidence
- ✓ Ownership
- ✓ Positivity
- ✓ Salesmanship
- ✓ Self-awareness
- ✓ Ability to Listen

(Young Entrepreneur Council, 2013)





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# DIFFERENCES OF MANAGER – LEADER

# 05



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Manager	Leader
• Appointed by	✓ Featured
• Uses legitimate power	✓ Uses personal power
• Gives instructions - orders	✓ Passes vision, inspires, convinces
• Controls	✓ Gains confidence
• Emphasises procedures and systems	✓ Emphasizes people
• Moves within predetermined frameworks	✓ Opens horizons
• Accepts reality	✓ Explores reality
• Short-term perspective	✓ Long-term perspective
• Accepts and manages the existing situation	✓ Challenges the status quo, makes changes

# DIFFERENCE BETWEEN BOSS AND LEADER



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# WHAT WOULD YOU DO ?

# 06



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# What Would You Do ?

- You are the leader of a tech company. One of your employees has been recently moved to a new home, many miles away from the main office. He / she requested permission to work from home. What would you do ?







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# CONCLUSION

# 07



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# Conclusion

- Entrepreneurial leadership characteristics affect companies'
  - ✓ performance
  - ✓ continuity
  - ✓ Effectiveness, and
  - ✓ productivity
  - ✓ Help achieve competitive advantage
  
- Entrepreneurial leaders
  - ✓ reveal possible in the impossible
  - ✓ see the unseen
  - ✓ Influence others
  - ✓ Have vision
  - ✓ Originality, and
  - ✓ courage



# Conclusion

- Entrepreneurial leaders
  - ✓ Ensure the development of existing jobs, can create new jobs, create new ideas and innovations
  - ✓ Bring capabilities complementing each other, build the right team and work team towards common goals
  - ✓ Know themselves and their environment and find new opportunities creating value for businesses, stakeholders and society
  - ✓ Motivated by their desire to create social, environmental and economic opportunities
  - ✓ Avoid skepticism and don't remain under pressure of problems





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# THANK YOU



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