

Entrepreneurial Leadership

Unit 1: Your Role as an Entrepreneurial Leader

Course Unit Structure

- Course Structure
 - ▶ Unit 1: Your Role as an Entrepreneur
 - Unit 2: Motivating Your Team
 - Unit 3: Leadership Styles
 - Unit 4: Entrepreneurial Leadership Tasks and Challenges



Unit One Learning Objectives

- ▶ 1a analyze the difference between management and leadership as an entrepreneur
- ▶ 1b categorize the characteristics and behaviors of a leader
- 1c compare and contrast the difference between elements of the POLC model
- ▶ 1d examine characteristics of different types of entrepreneurs, such as confidence and self-efficacy



Unit Vocabulary

- classic entrepreneur
- conceptual skills
- consideration behavior
- controlling
- decisional role
- dispositional traits
- initiating structure
- interpersonal role
- intrapreneur

- Leadership Grid
- leading
- multipreneur
- organizing
- planning
- self-monitoring
- strengths, weaknesses, opportunities, and threats (SWOT)
- trait approach to leadership



Overview: Unit 1 Topics

- How do we define entrepreneurial leaders?
- Leader behaviors
- ► The POLC Model
- Leadership traits



1a Managerial Roles

Informational

- Monitor—Seek and receive information from a variety of sources (web, industry journals, reports, and contacts).
- Disseminator—Pass information on to others in the organization through memos, e-mails, phone calls, etc.
- Spokesperson—Transmit information to people outside the organizations through speeches, interviews, and written communication.

Interpersonal

- Figurehead—Perform formal duties like greeting visitors and signing contracts and other legal documents.
- Leader—Motivate, train, counsel, communicate, and direct subordinates.
- Liaison—Maintain and manage information links inside and outside the organization.

Decisional

- Entrepreneur—Initiate projects that lead to improvements; delegate idea-generation responsibilities to others and identify best ideas to act on.
- Disturbance Handler—Take corrective action during conflicts and crises; resolve disputes among subordinates.
- Resource Allocator—Decide who receives resources, manage schedules and budgets, and set priorities.
- Negotiator—Represent a team, department, or organization regarding contracts, union negotiations, etc.

Exhibit 1.4 The Roles Managers Play (Attribution: Copyright Rice University, OpenStax, under CC-BY 4.0 license)



1a Levels of Management

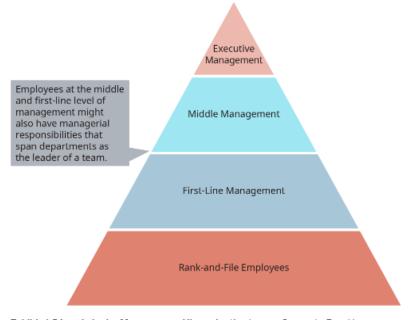


Exhibit 1.5 Levels in the Management Hierarchy (Attribution: Copyright Rice University, OpenStax, under CC-BY 4.0 license)

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1a Management and Leadership Differences

- Tasks managers do:
 - Planning
 - Organizing
 - Leading
 - Controlling
- Leadership
 - ▶ More focused on interpersonal influence
 - A special "title" is not needed



1b Traits and Behaviors of Leaders

- Traits
 - Optimism, drive, high energy,

and many others

- Behaviors
 - Consideration behavior
 - Initiating structure behavior

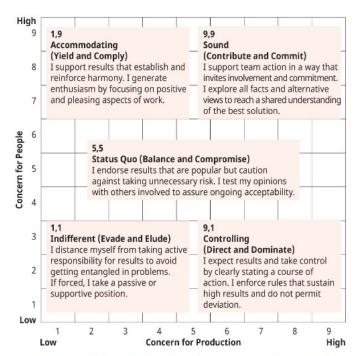


Exhibit 12.9 Blake and Mouton's Managerial Grid[®] Source: Adapted from R. McKee and B. Carlson. 1999. The Power to Change, p.16.

1b Types of Entrepreneurs

- Classic
- Multipreneur
- Intraprenuer



1c POLC Model

- ▶ The POLC model involves the duties managers are responsible for
- The POLC model includes:
 - Planning
 - ▶ Goal setting, developing policies and procedures
 - Organizing
 - ▶ Diving up tasks, and coordinating and allocating resources
 - Leading
 - Motivating and guiding
 - Controlling
 - Assessing progress toward goals, making adjustments as needed



1d Leadership Traits

- Leadership traits are personal characteristics
 - Honesty
 - Integrity
 - Self-confidence
 - Self-efficacy,
 - Charisma
 - Creativity
- ▶ High self monitoring a common trait of leaders
- ▶ Self-assessment (SWOT) often a trait



Conclusion

- Here's what you learned:
 - > analyze the difference between management and leadership as an entrepreneur
 - categorize the characteristics and behaviors of a leader
 - compare and contrast the difference between elements of the POLC model
 - examine characteristics of different types of entrepreneurs, such as confidence and self-efficacy



What's Next?

- To prepare for the practice exam, consider one more review of the study guide and course materials.
- Good luck on the practice exam!

