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More on entrepreneurial leadership and  
entrepreneurial universities...

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# Entrepreneurial Leadership

## Outline of the session

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- Entrepreneurial leadership- key points from yesterday
- Intrapreneurship
- The entrepreneurial university – underlying concepts.
- What makes an entrepreneurial university?
- Entrepreneurial university architecture
- What are the opportunities for Leeds?



# Entrepreneurial Leadership

## Entrepreneurial Leadership- quick recap...

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- Entrepreneurial leadership behaviours include:
- Pro-activeness
- Setting clear goals
- Innovation
- Being competitive
- Preparedness to take risks
- Relishing autonomy and responsibility
- Giving agency to the team
- Expecting and accepting that there will be some failures amongst successes



## Thinking more like an entrepreneur...

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Entrepreneurial leaders are able to get things done without the necessary or obvious means to do so.

Entrepreneurial leadership is a leadership style that is particularly appropriate when resources are tight and change or innovation is required quickly.

Learning to think like an entrepreneur- what does this mean in a university setting?

How can you promote entrepreneurial thinking and creative behaviours amongst colleagues?



## Intrapreneurship ... what is an intrapreneur?

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- they take responsibility for transferring an idea into a profitable venture through taking an innovative approach,
- they encourage colleagues to think, dream, act and create as though they were entrepreneurs.
- they can adapt entrepreneurial attitudes and strategies such as quick decision making, risk-taking and out- of -the box thinking to innovate or implement “start-up practices”
- leaders can facilitate intrapreneurship amongst the team(s) for which they have responsibility.



## Creating an intrapreneurial culture

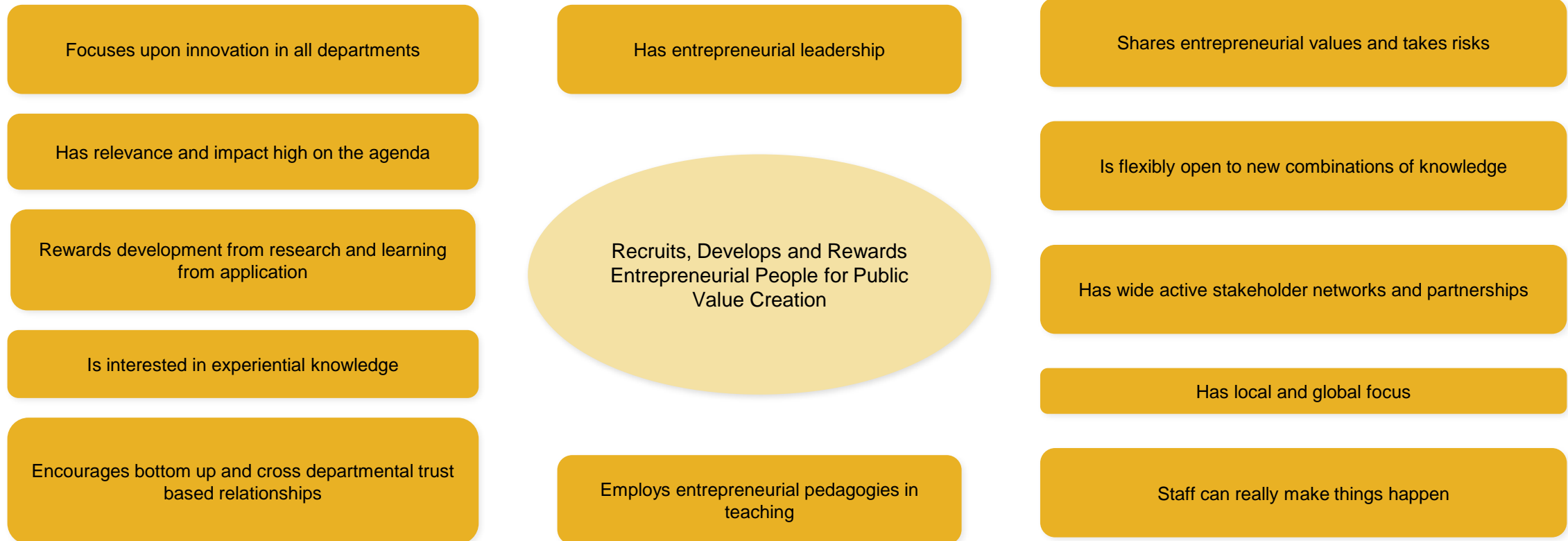
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- Look for it amongst your your colleagues,
- Create as relaxed a working environment as possible,
- Be inclusive,
- Give colleagues ownership- empower them,
- Motivate, motivate, motivate
- Make risk-taking ok,
- Include all of the team,
- Offer space to experiment and try things out.
- Celebrate and reward intrapreneurial behaviours,
- Encourage communication and collaboration,
- Get to ‘yes” quickly by helping to remove organisational obstacles and barriers,
- If budgets permit - create and allocate a small funding pot for intrapreneurial initiatives.



# Entrepreneurial Leadership

## Characteristics of an Entrepreneurial University (after Gibb and Haskins)





# Entrepreneurial Leadership

## Entrepreneurial University Architecture

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**Structures** physical facilities , knowledge transfer/ business development offices, incubators, business portals, technology parks targeting knowledge transfer and business start-ups.

**Systems** networks of communication between individuals and departments; the configuration of linkages between structures and administration.

**Strategies** embodied in institutional aims and elaborated in strategic plans, incentive structures and policy.

**Leadership** the “qualification and orientation” of key influencers within the organization, including the executive team, senior administrative and professional staff, Boards of Governors, Deans, department heads and researchers.

**Culture** institutional, departmental and individual attitudes and norms.

*Martin et al, 2019; Nelles & Vorley, 2019; Salomaa, 2019*

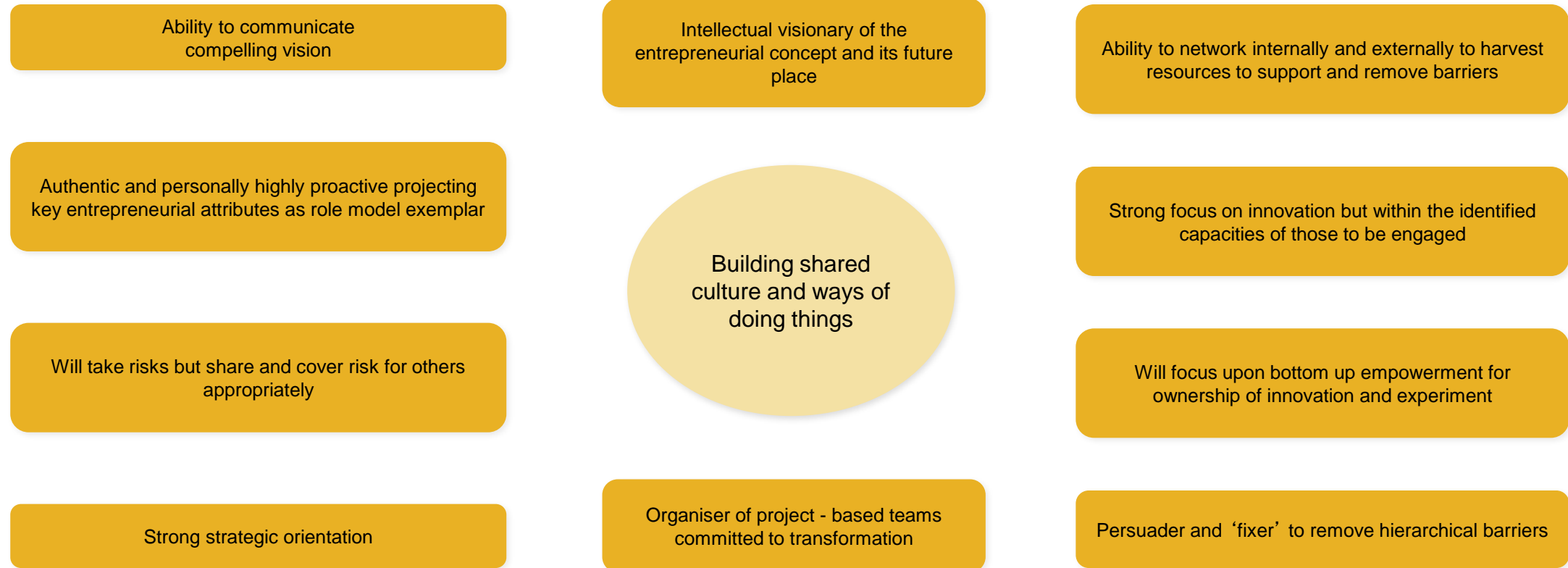






# Entrepreneurial Leadership

## Entrepreneurial University Leadership





# Entrepreneurial Leadership

## Opportunities for the University of Leeds?

