



More on entrepreneurial leadership and entrepreneurial universities...

Lesley Dobree Nick Dearden





Outline of the session

- 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- quick recap...

- 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...

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?

- 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

- 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.





Characteristics of an Entrepreneurial University (after Gibb and Haskins)

Focuses upon innovation in all departments

Has relevance and impact high on the agenda

Rewards development from research and learning from application

Is interested in experiential knowledge

Encourages bottom up and cross departmental trust based relationships

Has entrepreneurial leadership

Recruits, Develops and Rewards Entrepreneurial People for Public Value Creation

Employs entrepreneurial pedagogies in teaching

Shares entrepreneurial values and takes risks

Is flexibly open to new combinations of knowledge

Has wide active stakeholder networks and partnerships

Has local and global focus

Staff can really make things happen





Entrepreneurial University Architecture

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 prefessional 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 University Leadership

Ability to communicate compelling vision

Authentic and personally highly proactive projecting key entrepreneurial attributes as role model exemplar

Will take risks but share and cover risk for others appropriately

Strong strategic orientation

Intellectual visionary of the entrepreneurial concept and its future place

Building shared culture and ways of doing things

Organiser of project - based teams committed to transformation

Ability to network internally and externally to harvest resources to support and remove barriers

Strong focus on innovation but within the identified capacities of those to be engaged

Will focus upon bottom up empowerment for ownership of innovation and experiment

Persuader and 'fixer' to remove hierarchical barriers



Entrepreneurial Leadership



Opportunities for the University of Leeds?

