



Entrepreneurial Leadership

Emerging Entrepreneurial Leaders

November 2025

The programme

- Support you to manage change at school and service level.
- Enable insight into strategies and approaches being applied in other institutions.
- Encourage you to consider your local challenges and how you can respond to them proactively with a positive and entrepreneurial mindset.
- Introduce the concepts and theories of entrepreneurial leadership.
- Enable you to network.
- Give you time to think.



The programme

- Day 1
 - discussion around entrepreneurial leadership: culture change, values, behaviours and mindsets.
 - 1 external speaker
- Day 2
 - 2 external speakers, discussion
- Day 3
 - 1 external speaker, discussion and action planning





Introductions

Who you are?

What you hope to get out of the programme.

Your two items/photographs

Higher Education Leadership

- University leaders need to redefine and develop themselves for the changed world in which they are living and working.
- To thrive and succeed in these times of change, leaders need to develop entrepreneurial mindsets and creative behaviours in themselves and in their teams. This is especially important when resources are tight and change or innovation is required quickly.

“We are already undergoing a transition of leadership style, moving from traditionally dominant and hierarchical styles of leadership into future-thinking, engaging and collaborative approaches, whereby leaders are being tasked to lead between organisations, groups and cultures by utilising increasingly participatory, collaborative and engaging approaches.”

(How to Successfully Lead from within a Partnership, Turner, HSJ)



Higher Education

Office for Students

Ongoing uncertainty
over HE funding

Changing
demographics

Changing employment
market for graduates.

Institutions' financial
positions

Increasing competition
as a result of new
entrants and market
diversification.

REF / TEF / KEF

Long term Impacts of
Brexit.

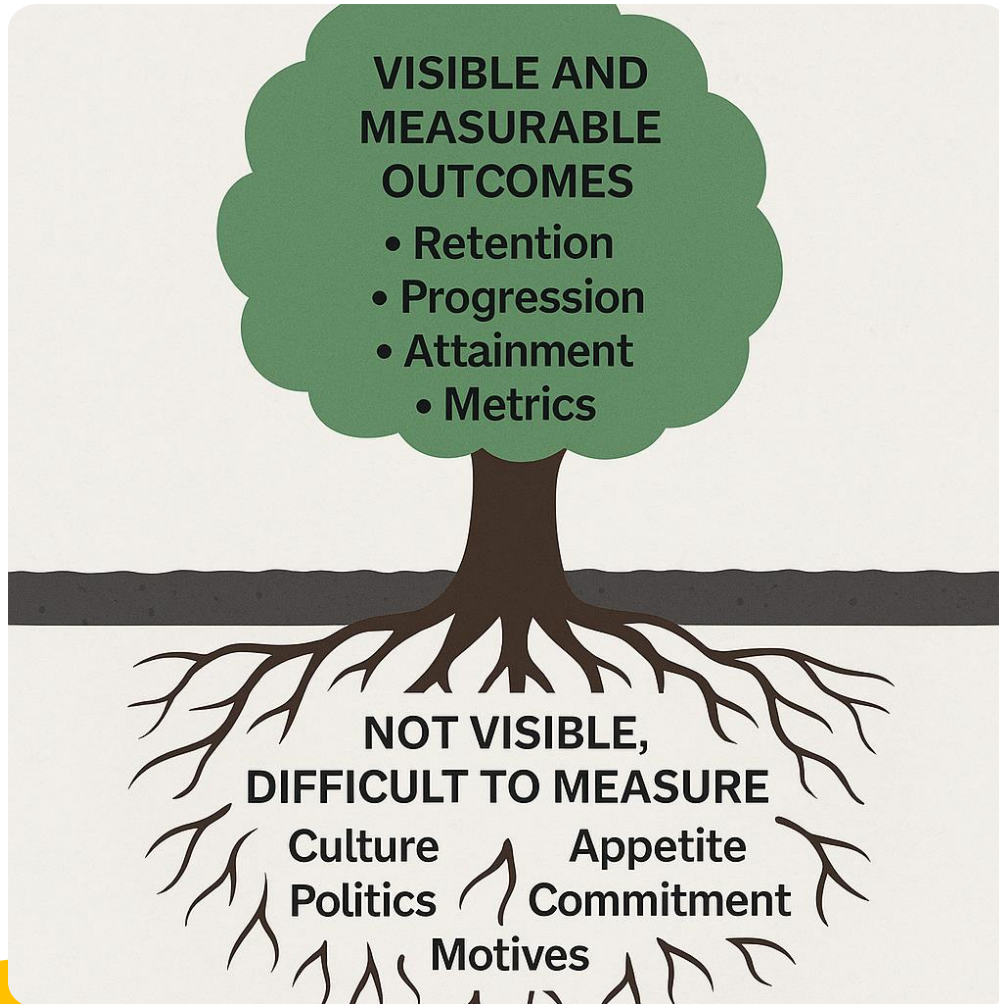
Geo-politics

Changing/increasing
student expectations

COVID 19 changed the way
we work, teach and learn, -
lasting cultural change

Political viewpoints and
value of HE

Entrepreneurial University – Architecture



- Structures
 - physical facilities , KT 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 plans, incentive structures and policy.
- Leadership
 - the “qualification and orientation” of key influencers within the organization, including administrators, boards of directors, department heads and researchers
- Culture
 - institutional, departmental and individual attitudes and norms.

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

Leadership

- What does leadership mean to you?
- Who do you admire as a leader and why?



Entrepreneurship

In groups:

- What do you think of when you see the term 'entrepreneurship' or 'entrepreneurial'?
- What do you think of as entrepreneurial behaviours?
- Is being an 'entrepreneurial leader' different from your view of leadership?



Thinking Entrepreneurial Leadership

Entrepreneurship

- The pursuit of **opportunity beyond the resources** you currently control.
- The process by which **opportunities** to create future goods and services are **discovered, evaluated and exploited**.
- The process of uncovering and developing an **opportunity** to **create value** through **innovation** and **seizing that opportunity** without regard to either resources (human and capital) or the location of the entrepreneur

Categories of (commercial?) innovations that tend to be the specific byproducts of (commercial?) entrepreneurial activities:

- Introduction of a new product or service that is an improvement in the quality of an existing product or service.
- Introduction of a new process or method that increases productivity.
- The opening of a new market, particularly an export market in a new territory.
- The creation of a new organization.

Consider if we might want to extend these categories

Entrepreneurship or Intrapreneurship

- An intrapreneur is an individual within an organization who takes responsibility for transferring an idea into an impactful venture through taking an innovative approach,
- Intrapreneurship is all about encouraging others to think, act and create as though they were entrepreneurs,
- Intrapreneurs can successfully 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” within a large organization,
- All leaders can facilitate intrapreneurship in their organisations or even just in the part of the organization for which they have responsibility.

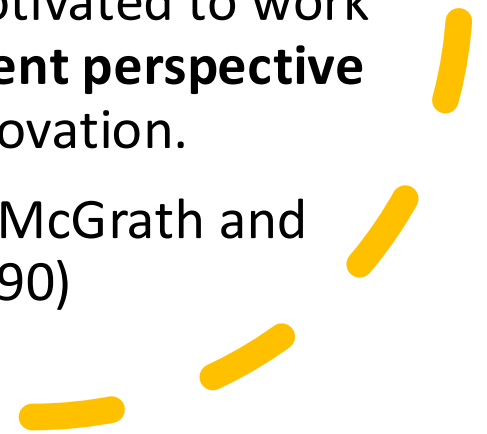
Definitions of Entrepreneurial Leadership: a two-decade trajectory

- Involves **idea generation, idea structuring and idea promotion**, (Cogliser and Brigham, 2004)
- Creates **visionary scenarios** to assemble and mobilise a of that opportunity (Gupta et al, 2004)
- Recognises **opportunities** and **marshals the resources** necessary to reach the supporting cast of participants who become committed to the discovery and exploitation of strategic value creation (Surie and Ashley, 2008)
- Sustains innovation and adaptation in high-velocity and **uncertain** environments (Leitch et al, 2013)
- Utilises diverse skills towards developing opportunities within **challenging circumstances**. (Harrison et al, 2018)
- Possesses **emotional and social competence** and an **entrepreneurial mindset**
Builds relationships that fulfill followers' needs for **autonomy, relatedness, and competence**
Intrinsically motivates followers to act entrepreneurially and pursue opportunities collaboratively
(Taylor, S.N., Corbett, A., Greenberg, D. *et al*, 2025)
- '**transformational leadership** with limited or no resources' (NCEE/HEPI, 2025)

Entrepreneurial Leaders

- Create “**visionary scenarios** .. to **mobilize participants** who become committed by the vision to the discovery and exploitation of strategic value creation”
- Take a discovery-driven approach to mandating strategic commitment to new business development so team members feel they have “not only the right but the obligation to seek out new opportunities and to make them happen.”
- **Set organisational culture by showing these behaviours** “consistently, predictably, and relentlessly” to bring change through words and actions
- **Inspire followers** to be supernormally motivated to work hard but also **help them develop a different perspective** though a collective spirit of conscious innovation.

(Kuratko and Hornsby, 1998; DuBrin, 1995; McGrath and MacMillan (2000, 35) ; Slevin and Covin, 1990)



Leadership Behaviours

Leadership behaviours include	Entrepreneurial Leadership behaviours	
Inspires	Being visionary	
Motivates	Pro-activeness	
Coaches	Model and create the conditions for innovation / creative thinking / imagination	
Set direction	Risk-taking	Within a volatile, uncertain, complex, ambiguous) VUCA environment
Empowers	Autonomy and Empowerment	
Seeks opportunities	Making and taking opportunities	
Supports	Influencing others	

Entrepreneurial leaders are able to get things done without the necessary or obvious means to do so. It is a leadership style that is particularly appropriate when resources are tight and change or innovation is required quickly.

KOUZES AND POSNER'S MODEL OF (ENTREPRENEURIAL) LEADERSHIP





THINKING DIFFERENTLY

How am I modelling entrepreneurial behaviours?

How am I inspiring my team to think differently?

Am I challenging the way we do things? How?

How am I enabling others to act entrepreneurially?

How am I engaging my team?

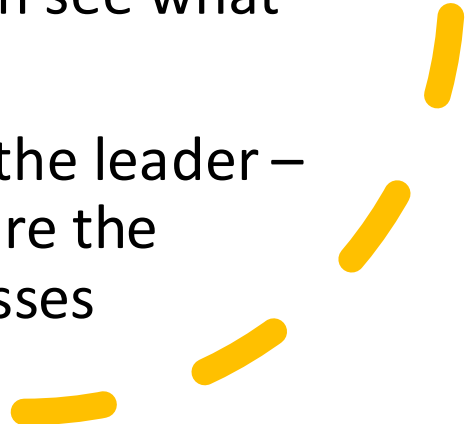
Thinking Entrepreneurial Leadership

In groups:

- What is the most entrepreneurial thing you have done?
- What areas of being entrepreneurial are you as a leader most confident with?
- In which areas do you feel least confident?



Ten Thoughts on Entrepreneurial Leadership

- Entrepreneurial leaders need to inspire their team – be mindful of all your team members and encourage innovative and creative initiatives
 - Be open minded to the possibilities – take open-minded talented colleagues with you on the journey - create opportunities, take opportunities, encourage opportunism
 - Encourage failure as well as celebrating success – if you don't let them try, they (you) will never succeed
 - Be credible, be confident, people often see what they expect to see
 - Don't think you have to know it all as the leader – encourage your team members to share the limelight, enable them to share successes
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Ten thoughts.....

- Think about your networks and who holds influence in your department or organisation. What connections do you need to build? How can you make yourself seen across the wider institution?
- Delegate whenever you can; enable and support entrepreneurial behaviours and build your successes through active succession planning,
- Be open-minded. Never stop learning from your colleagues, as well as your peers and your bosses. Identify good role models.
- Understand RISK and what risk management really means. There are always risks associated with new initiatives, change and innovation. Sometimes the biggest risk is to do nothing,
- Boundaries were made to be pushed and crossed. Sometimes rules and regulations need reviewing to enable entrepreneurial activity.





‘Entrepreneurial leadership is about taking responsibility and calculated risks to realise opportunities and/or bring about positive change for the benefit of your organisation’

*Gary Packham, Pro-Vice Chancellor and Dean
of Faculty of Business and Law,
Anglia Ruskin University*

Key Challenges / Opportunities

- What is a key challenge you face in your role in the next 12 months?
OR
- What is an opportunity you want to explore in the next 12 months?
- By overcoming this challenge or taking this opportunity, what impacts do you hope to achieve? Value added?
- What aspects of entrepreneurial behaviour do you need to focus on to meet this challenge/opportunity?