



Entrepreneurial Leadership

Entrepreneurial Leadership 2

Emerging Entrepreneurial Leaders

19 November 2025

Contents

Encourage and enable:

- Values and link to culture
- Values of your team and how link to behaviours

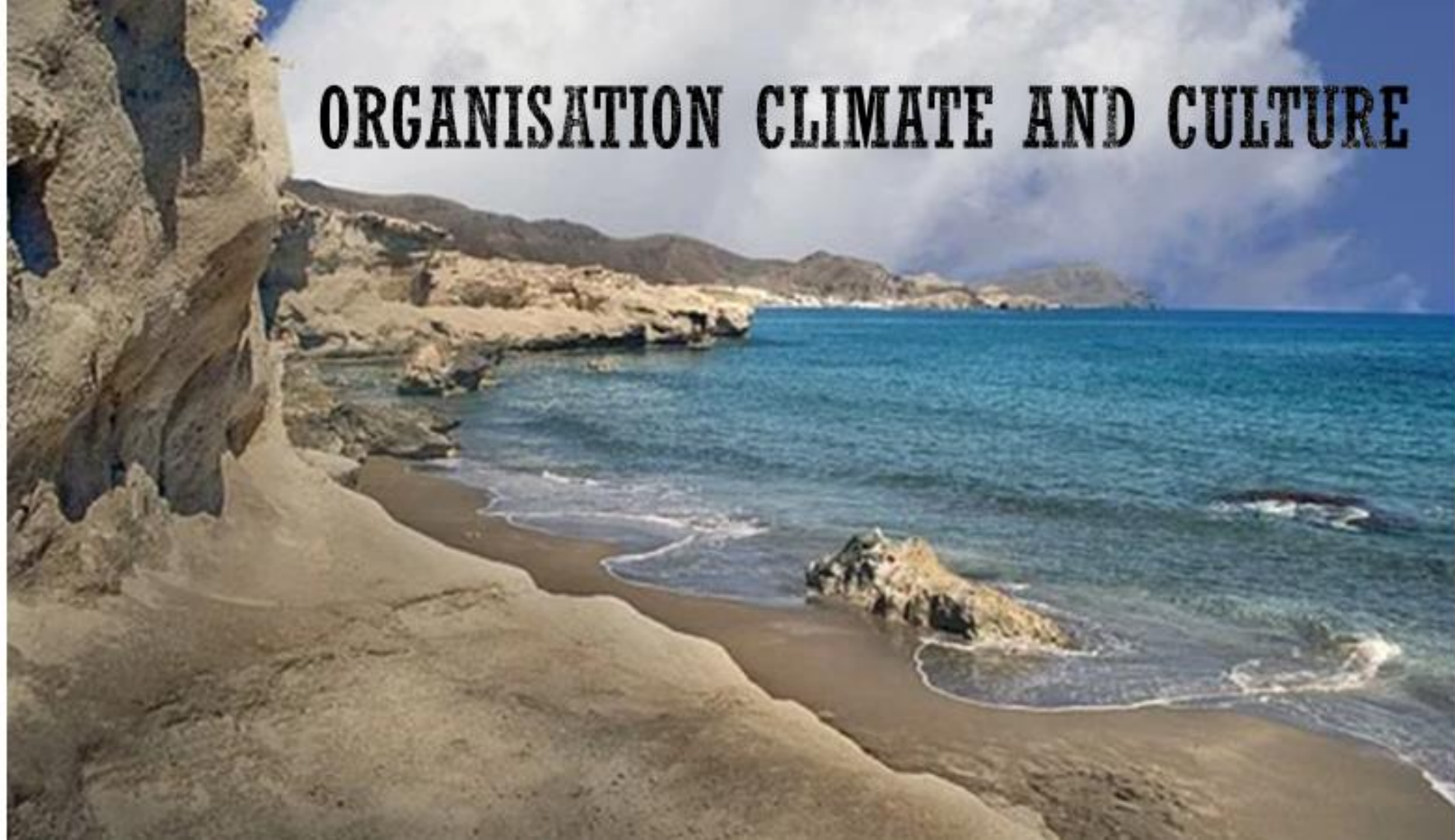
Challenge:

- Mindsets – limiting assumptions

Model and Inspire:

- Role modelling – values and behaviours as a leader

ORGANISATION CLIMATE AND CULTURE





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DETRACTORS

NAVIGATORS

P
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V
E

VICTIMS

SURVIVORS

AGAINST

FOR

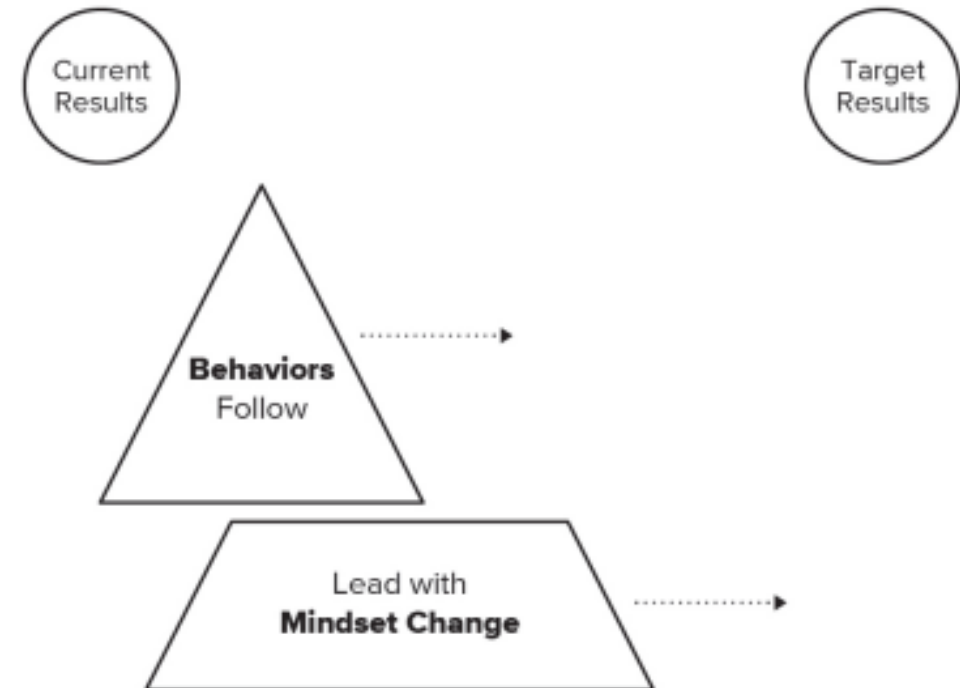
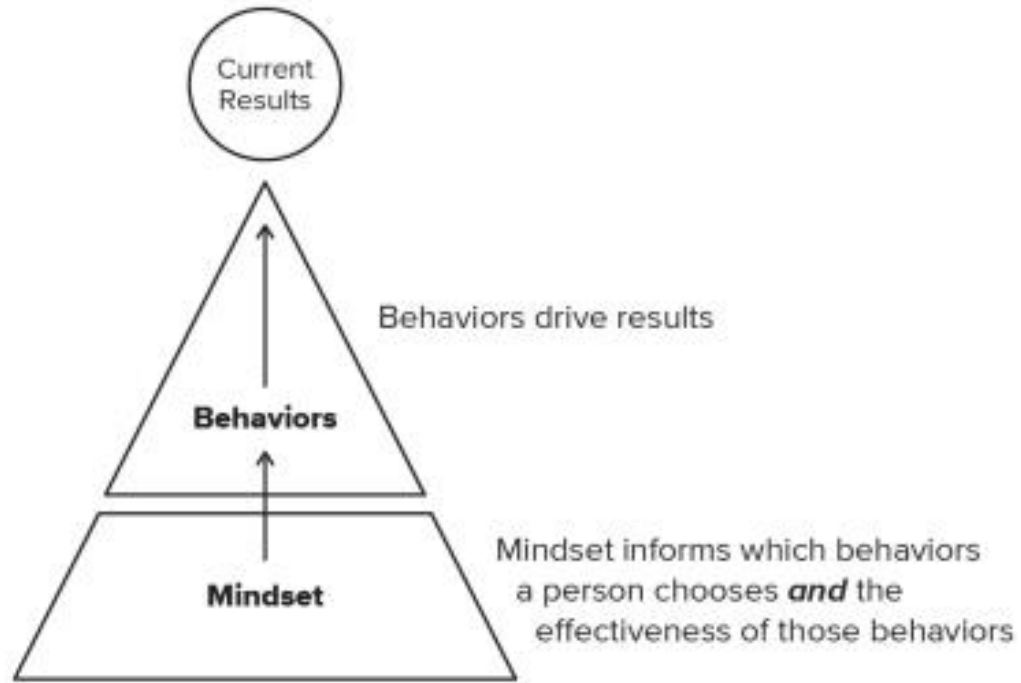
People and RESPONSES TO CHANGE

- Need for psychological safety
- Everyone's limits are different.
- 'Disruptors' – provide challenge



To think about....(see slide 8)

- Thinking of your team, what is the balance of attitudes to change?
- What does this mean for the culture and climate of your team?
- Do you know why different individuals take these positions?
- How do you lead and respond to them?



From: The Outward Mindset, The Arbinger Institute

Limiting Assumptions/ Narratives

- What are your team's limiting assumptions/narratives? The biggest mindset is 'we are doing more with less'. To be entrepreneurial we need to reframe that.
- E.G: We can't do that because.....
 - We won't get buy in from senior management to do that.
 - The other departments will block us when we try to change things.
 - There is not enough time / too much work for us to do that.
 - We don't have enough staff or resources to deliver a new project.
 - There are too many conflicting priorities.
- Some of these assumptions/narratives may be real and rational but some are imagined and emotional responses. Some are based on previous perceived experience.
- As a leader, you have to work with team members to challenge and overcome these limiting assumptions/narratives.
- How can you turn limiting assumptions/narratives into an opportunity? Challenge the Process. Shift Mindsets. Move from an inward focus to an outward focus.
- Rewrite the narratives. Offer 3 or 4 different narratives for each assumption.

Model the Way

- If you want others to be proactive in being entrepreneurial, seeking opportunities, taking risks then as a leader you have to show the way.
- Demonstrate the behaviours.
- Be a role model.
- Know your own behaviours and narratives.
- What are your limiting assumptions/narratives?

Model the Way

Autobiography in Five Short Chapters by Portia Nelson

I.

I walk down the street.
There is a deep hole in the sidewalk.
I fall in. I am lost. I am helpless.
It isn't my fault.
It takes forever to find a way out.

II.

I walk down the same street.
There is a deep hole in the sidewalk.
I still don't see it. I fall in again.
I can't believe I am in the same place.
It isn't my fault.
It still takes a long time to get out.

Model the Way

III.

I walk down the same street.
There is a deep hole in the sidewalk.
I see it there, I still fall in. It's habit.
It's my fault. I know where I am.
I get out immediately.

IV.

I walk down the same street.
There is a deep hole in the sidewalk.
I walk around it.

V.

I walk down a different street

For next time:

Reflect on:

- What are your values and how do these feed into your behaviours?
- What are your team's individual values and shared values? Have you had these discussions?
- How do these feed into their behaviours? How does this feed into the team vision?
- What are your own and your team's limiting assumptions/narratives? (perhaps focus on a specific project)
- How can you challenge these?