Leading Entrepreneurial New Ventures: An Emerging Model

Joint Global Leadership Conference
Northeastern University Coll of Professional Studies
Swinburne University of Technology
October 2, 2015 Boston, MA USA
The question: Is entrepreneurial leadership distinctive?

Look for differences in:
- Situation
- Skills
- Competencies
- Traits
- Tasks
Perhaps.....

Entrepreneurial leadership is the leadership model for the 21st century

If so, what does this mean for:
- Students
- Faculty
- Mid-career
- Organizations
- Entrepreneurs
“Dimensions 7” EL Framework

- Relationships/Networking
- Advocacy/Influencing
- Collaboration
- Visioning
- Opportunity ID/Innovation
- Sensemaking
- Situational
Define leadership

50 ways to leave your lover...........

6 ways to leave an airplane...........

100+ domains describing/defining leadership
Entrepreneurial leadership entails influencing and directing the performance of group members towards the achievement of organizational goals that involve recognizing and exploiting entrepreneurial opportunities.

(Renko, et al, 2015)
Premise

- High level of uncertainty
- Nascent organizations
- Few barriers
- Range of prior experience
- Intersection of leadership and entrepreneurship

© http://www.bazaardesigns.com
Where are we?

No comprehensive textbook

Undergraduate courses

Some research, but....
EL Roles

Scenario enactment: Frame the situation and the challenge

Cast enactment:

• convince potential followers and stakeholders that the scenario is possible,
• by assembling resources to accomplish the objectives underlying the scenario.
• Creating a cast of characters—people endowed with the appropriate resources needed to execute the transformation.

(Gupta, et al, 2004)
Leadership about capabilities, skills and knowledge

MIT/Sloan 4 Capabilities Model

1. Cognitive
2. Interpersonal
3. Business
4. Strategic

(Mumford, TV, Campion, et al, 2007)

Mumford, Ensley et al Model

1. Complex problem solving
2. Solution construction
3. Social judgment

(Mumford, Zaccaro, et al, 2000)

Leadership Strataplex

(Mumford, TV, Campion, et al, 2007)
“Dimensions 7” EL Framework

1. Situational
2. Sensemaking
3. Opportunity identification/Innovation
4. Visioning
5. Relationships/Networking
6. Advocacy/Influencing
7. Collaboration
The Situation

**SCENARIO**
- Sense-making
- Opportunity identification/innovation
- Visioning

**CAST**
- Relationships/ Networking
- Advocacy/Influencing
- Collaboration

“Dimensions 7” EL Framework

© 2015 Peter D Lucash All rights reserved
Implications

Integrate into business courses:

- Innovation
- Opportunity discovery
- Launch “new”

Management Development

Economic development
Who has the first question?
Peter Lucash
peter@lucash.com
843-402-0900

Charleston, SC
References


OODA Loop

OBserve: Situational awareness
ORient: Situational understanding
DECide: Situational judgment
ACT: Situational influence