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# 1. The evolving field of entrepreneurial leadership: an overview

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## INTRODUCTION

Research into entrepreneurship and leadership is not new, but has expanded rapidly in recent years. Much of the early interest in and use of the term ‘entrepreneurial leadership’ was outside the field of entrepreneurship or management studies more generally. This includes, for example, research into the semi-piratical entrepreneurs of late nineteenth-century America (Destler, 1946), the transformation of American schools (Peck, 1991), the role of not-for-profit organizations in community entrepreneurship (Selsky and Smith, 1994), and political entrepreneurship (Schneider and Teske, 1992). Within the entrepreneurship and management literatures, the term has until recently been more alluded to in passing than systematically defined and explored. ‘Entrepreneurial leadership’ has, accordingly, been defined as a particular entrepreneurial style (Kets de Vries, 1977), as a correlate of corporate performance in different types of firms (Miller, 1983), as a missing element in entrepreneurship curricula (Hood and Young, 1993), as an identifiable trait (Satow and Rector, 1995) and as an important feature of contemporary society (Eggers and Leahy, 1994). However, there have been some salient early papers focusing specifically on entrepreneurial leadership as a prerequisite for organizational development (Lippitt, 1987), on the importance of the entrepreneur being a (visionary) leader (Cunningham and Lischeron, 1991) and on the parallels between leadership and entrepreneurship as fields of research and practice (Harrison and Leitch, 1994).

Both leadership and entrepreneurship are still to a large extent contested constructs (Harrison and Leitch, 1994; Leitch and Harrison, 2018). While there may be no agreement as to what ‘leadership’ is, despite more than 50 years of quantitative and qualitative research into traits, styles, contingent leadership, transactional and transformative leadership, and new post-heroic leadership, there is a widespread consensus that it is important and that it is situational. However, most leadership research has been situated in corporate contexts and there has been much less attention given to issues of leadership and leadership development in the context

of entrepreneurial and small and medium-sized enterprises (SMEs). For some, this is not problematic, and entrepreneurship is simply a type of leadership that occurs in a specific setting; that is, the entrepreneurial or small business is the situation and, as such, available leadership theory can be applied to understanding it. For others, the study of entrepreneurs as leaders is a gap in both the leadership and the entrepreneurship literatures: exploring the founder or entrepreneur of small and emerging firms as a leader has yet to be a major area of study. However, as we have argued elsewhere (Leitch et al., 2013), the research that has been done suggests that the impact of leaders and leadership is a crucial factor in the success or failure of smaller entrepreneurial firms and has implications for our understanding of new venture viability and growth. Thus, we would argue, understanding leadership in the entrepreneurial context is particularly pertinent, given the importance attached to entrepreneurship as an agent of economic development and restructuring.

As a field, entrepreneurial leadership is still evolving, lacks definitional clarity and has not yet developed appropriate tools to assess its characteristics and behaviours: it is, in other words, still seeking its identity (Leitch and Harrison, 2018; Leitch et al., 2013; Renko et al., 2015). There are, however, specific issues in the entrepreneurial and SME context that suggest leadership development needs to be conceptualized differently from that in the corporate context. For instance, there is rarely a clear separation between leadership and managerial responsibilities, which is complicated by the ongoing ownership role of entrepreneurs and/or their families, and organizational structures tend to be simpler and less hierarchical. Nevertheless, entrepreneurial settings provide a venue, in terms of being characterized by highly organic, non-formalized simple structures, where the impact of leadership is likely to be most pronounced. However, the higher likely impact of leadership in this setting is matched by greater difficulty in developing that leadership. Indeed, often there may be a conflict between leadership development and the entrepreneurial situational context.

This reflects the fact that such firms tend to be influenced by dominant individuals, who are associated with a lack of flexibility, engagement, openness and responsiveness, whereas leadership development requires reflection and feedback in safe environments if lessons are to be learnt and individuals are to develop. Accordingly, we can identify five issues for debate around entrepreneurial leadership (Leitch and Harrison, 2018). First, to what extent should entrepreneurial leadership research be grounded in and shaped by theories and insights from entrepreneurship or leadership? Second, is there or can there be an overarching theory of the concept? Third, is it possible to come to a definitional consensus on what 'entrepreneurial leadership' is? Fourth, can we develop appropriate

theory-grounded measurement tools to bring consistency to empirical discussions of the concept? Fifth, how can we develop and enhance entrepreneurial leadership capability?

While we do not claim to provide definitive answers to these five questions, the chapters that follow do provide new insights on each of them, and demonstrate: first, that context matters, whether this is understood as environment, organization type or culture; and second, that there remains much work to be done. In collecting together a set of conceptual and empirical chapters from a wide range of cultures and entrepreneurship and leadership ecosystems, this *Research Handbook* for the first time produces a systematic overview of the entrepreneurial leadership field, providing a state-of-the-art perspective and highlighting unanswered questions and opportunities for further research. It is intended to consolidate existing theory development, stimulate new conceptual thinking and include path-breaking empirical explorations.

Elsewhere we have identified three different positions by which the parameters of the relationship between entrepreneurship and leadership can be described (Leitch and Harrison, 2018): first, entrepreneurship as a style of leadership (leadership has primacy); second, entrepreneurial leadership as an entrepreneurial mindset (entrepreneurship has primacy); and third, entrepreneurial leadership at the interface of both domains (Figure 1.1). Looking at entrepreneurial leadership as a contextualized and situated form of leadership, entrepreneurship scholars suggest that, given the absence or underdevelopment of standard operating procedures and management practices, founders initially have to lead (Hmieleski and

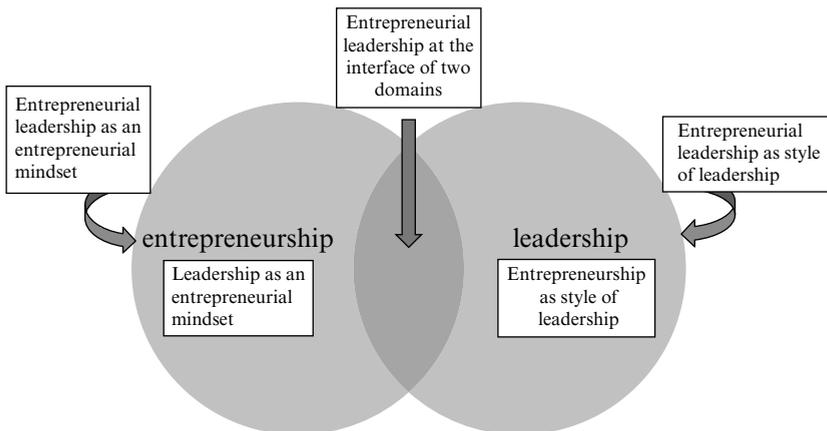


Figure 1.1 Leadership, entrepreneurship and entrepreneurial leadership

Ensley, 2007). However with growth and delegation of primary business functions the entrepreneur's role may more formally evolve to that of a leader (Jensen and Luthans, 2006). This is in keeping with the increasing formality of, and emphasis on, management and leadership practices associated with increasing organizational size (Perren and Grant, 2001). In other words, entrepreneurship is regarded as simply a type of leadership that occurs in a specific setting; that is, the entrepreneurial or small business is the situation, and available leadership theory is applied to understanding it accordingly (Vecchio, 2003). Such a perspective implies a hierarchy of leadership orientations and the unidirectional transference of ideas from the leadership domain to entrepreneurship. Further, work in this area has tended to conflate the terms 'entrepreneur' and 'leader'.

In considering entrepreneurial leadership as an entrepreneurial mindset, researchers consider that entrepreneurship is the essence of leadership, and an entrepreneurial mindset and behaviours are essential for effective leadership (Kuratko, 2007; Gupta et al., 2004). Accordingly, entrepreneurial leaders are neither entrepreneurs nor confined to operating in entrepreneurial, small SMEs, and thus this position resonates with intrapreneurship and corporate entrepreneurship. Unlike the tendency of the unidirectional transference of ideas from leadership to entrepreneurship, in this body of work no assumption is made regarding whether entrepreneurial leadership is a superior or inferior style. Instead, entrepreneurship scholars view entrepreneurs and leaders as different, and have appropriated leadership models and concepts to advance thinking in their field. Both positions, however, tend to focus on the individual over the context, and in so doing perpetuate rather than challenge leader-centric and heroic leader theories (Collinson, 2011).

Researchers at the interface of entrepreneurship and leadership are adamant that the two constructs, while similar, are not the same (McKone-Sweet et al., 2011). Work from this position is characterized by scholars identifying common themes, including vision, influence, leading innovative and creative individuals, planning, problem-solving, decision-making, risk-taking and strategic initiatives (Fernald et al., 2005; Coglisier and Brigham, 2004). However, while of value, most work on entrepreneurial leadership from this position tends to be descriptive with little analysis or advances in explanatory insights, and fails to provide guidance into how commonalities might be built on. There is, in other words, a strong disciplinary rather than interdisciplinary basis for current research into entrepreneurial leadership.

The chapters presented in this *Handbook* have been grouped into five overarching themes (Table 1.1), which are discussed below: first, theoretical perspectives on entrepreneurship and leadership; second, leadership

Table 1.1 Handbook chapter overview

Chapter/author	Focus of chapter	Conceptual/ methodological	Entrepreneurial leadership perspective	Contribution
<b>PART II: THEORETICAL PERSPECTIVES ON ENTREPRENEURSHIP AND LEADERSHIP</b>				
2. Röschke	Bibliometric analysis overview of field's evolution and identification of main themes and areas of debate	Methodological: bibliometric analysis	As a style of leadership	The evolution in the use of the construct term 'entrepreneurial leadership' highlighting increased cross-fertilization and convergence and the move from conceptual papers to those focused on methodology
3. Zhang and Cone	Propose an alternative understanding of entrepreneurial leadership practice based on a processual perspective	Conceptual	At the interface – leader in an entrepreneurial context	Draw on Deleuze's materialistic philosophy of immanence, complex adaptive systems (CAS) theory and the processual perspective in Chinese philosophy to illustrate a process understanding of reality where interrelatedness and relativity are emphasized and order and stability are viewed as temporary
4. Stead and Hamilton	The adoption of a reflexive critical approach to analysis to develop new conceptual frameworks to theorize about entrepreneurial leadership	Exemplar of a reflexive critical, multi-stage approach to analysis, drawing on illustrations from two empirical cases	At the interface: a leader in an entrepreneurial context	Outline and discuss the steps and value in adopting a critical perspective

Table 1.1 (continued)

Chapter/author	Focus of chapter	Conceptual/ methodological	Entrepreneurial leadership perspective	Contribution
5. Harrison and Roomi	Drawing on neo-institutional, market-based and culturally informed theory, highlight how hegemonic models and thinking are inappropriate to explain and develop Islamic entrepreneurial leadership	Conceptual	At the interface, drawing on both fields to ensure relevance	Argue that neo-institutional theory (comprising the practices and beliefs associated with the communal and societal, political and religious spheres) would provide a deeper and more nuanced appreciation of the relationships between Islamic formal and informal institutions, markets and culture

PART III: LEADERSHIP IN ENTREPRENEURIAL CONTEXTS

6. Volery and Mueller	Exploration of the strategies and behaviours adopted by entrepreneurs to preserve their entrepreneurial behaviour	Empirical: structured observation of six entrepreneurs	As a style of leadership (based on the 4 tensions or paradoxes and 10 roles identified)	Builds on strategic leadership to demonstrate that entrepreneurial leadership is an integration of visionary and managerial perspectives
7. Schjoedt and Valencia	Development of a framework to categorize entrepreneurs as either entrepreneurial leaders and/or entrepreneurial managers	Conceptual	At the interface between entrepreneurship and leadership, and entrepreneurship and entrepreneurship management	Emphasis on the learning styles and use of knowledge between entrepreneurial leaders and managers to demonstrate that the key distinguishing feature between the two is how they engage in knowledge exploration and/or exploitation in the new venture creation process; believe that entrepreneurial leaders are similar to transformational leaders

8. Bell and Whittington	Integrate the full-range model of leadership and the life-cycle approach to understand the evolution and growth of threshold firms	Conceptual	As a style of leadership: entrepreneurs operate in the role of leaders	Integrating two models and adopting a configurational perspective to identify various future research opportunities in entrepreneurial leadership focused on the efficacy of different leadership behaviours at various stages in a venture's life cycle
9. Carsrud, Renko-Dolan and Brännback	Explore the concept of entrepreneurial leadership and how it differs from other forms of leadership and why entrepreneurial leadership (EL) is critical to our understanding of new firm creation and growth, and impacts upon a firm's culture and sustainability through the leadership succession process	Conceptual	Entrepreneurial leadership is a new form of leadership applicable at multiple levels in all organizations	Entrepreneurial leadership is clearly distinguished from other leadership styles. Given the opportunity focus of entrepreneurial leaders, this can be accomplished across organizations of all types, as well as across different functional levels. As such, entrepreneurial leadership is not only the domain of new business founders but also practised by leaders in various types of organizations that are reinventing themselves. Indeed, entrepreneurial leadership can be found in leader-follower relationships anywhere in an organization

#### PART IV: APPLICATIONS OF ENTREPRENEURIAL LEADERSHIP

10. Kuratko	To provide enhanced understanding of the process of corporate entrepreneurial leadership	Conceptual	As an entrepreneurial mindset	Identifies four major implementation issues for corporate entrepreneurial leadership as well as six critical corporate entrepreneurial leadership responsibilities
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*Table 1.1 (continued)*

Chapter/author	Focus of chapter	Conceptual/ methodological	Entrepreneurial leadership perspective	Contribution
11. Sklaventini and Tzoumpa	To explore the role played by temporality, relational identity development and improvisation in entrepreneurial leadership opportunity genesis and development in social enterprises	Conceptual	As an entrepreneurial mindset: a perpetual and relational process of working together to mobilize business opportunities in an organizational context in pursuit of entrepreneurial goals	Propose that practice theory is a useful analytical construct to illustrate how the performativity of practices follows the unfolding of entrepreneurship in which spontaneity, creativity and improvisation are stressed
12. Hatem	Examines the actions, processes and attributes of entrepreneurial distributed leadership in the high growth and rapid internationalization of emerging multinationals in the Middle East and North Africa (MENA) region	Empirical: 18 case study companies in the MENA region	Entrepreneurial leadership is a distinctive form of leadership	Examines how distributed leadership development can be seen as a managerial and entrepreneurial process and the role of human and social capital in its enactment in the context of high-growth, rapidly internationalizing MNEs from the emerging market MENA region; adds to the literature on business group formation through international diversification and the enactment of portfolio entrepreneurship

13. Adesua-Lincoln and Croad	To investigate the gender differences between Nigerian men and women's leadership practices and collective entrepreneurial behaviour	Empirical: survey of entrepreneurs in one Nigerian state	As a style of leadership	Taking a 'gender as variable' approach, demonstrates that on the whole women entrepreneurial leaders tend to adopt a more transformational approach to their leadership, while men entrepreneurial leaders tend to be more collective in their entrepreneurship behaviour
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**PART V: ENTREPRENEURIAL LEADERSHIP AND LEARNING**

14. Kempster, Smith and Barnes	Exploration of entrepreneurial leadership learning	Autoethnographic account of an entrepreneurial leader's experiences of learning on an entrepreneurial leadership development programme	Interface: a leader in an entrepreneurial context	Draws on communities of practice (CoP) theory to illustrate how human, social and institutional capital are developed and interrelated in the context of a leadership development programme
15. Bagheri and Pihie	To examine the motivations of student leaders of university entrepreneurship clubs and projects to develop entrepreneurial leadership competencies	Empirical: qualitative interviews of 14 student leaders in Malaysian higher education institutions	As an entrepreneurial mindset: student entrepreneurship is a process of social interaction and influence that develops students' entrepreneurial knowledge and competencies	Contributes to the sparse literature on university entrepreneurial leadership development opportunities, demonstrates the potentially influential role which university entrepreneurship clubs play, and provides insights for educators on those attributes that should be developed and enhanced

*Table 1.1 (continued)*

Chapter/author	Focus of chapter	Conceptual/ methodological	Entrepreneurial leadership perspective	Contribution
16. Rae	Explores the ways in which entrepreneurial leaders can build a sustained culture of entrepreneurship and facilitate leadership development opportunities in their organizations	Empirical study: four case studies of leadership in different types of enterprise	Interface: a leader in an entrepreneurial context	Presents a model for leadership for sustainability in entrepreneurial organizations comprising identity, culture, community and entrepreneurial innovation
17. Smith	To understand more fully how leadership can be exercised as an abstract and abstracted concept	Single case exemplar is employed: data derived from media coverage and the organization's website which was analysed using the cultural web model	Interface: how leadership occurs in entrepreneurial settings	Entrepreneurial leadership is both a philosophy and a situated, storied practice

18. Gibb and Haskins	What is the entrepreneurial university of the future, in concept and practice?	Conceptual, informed by practice	Leadership as transformational in an entrepreneurial context	Builds on a number of key concepts: entrepreneurial organization design and leadership; the definition of enterprise and entrepreneurship and their relationship to innovation; how entrepreneurship sits with the traditional 'idea' of a university
PART VI: FUTURE DIRECTIONS				
19. Harrison, Leitch and McAdam	Highlight the embedded masculinity of entrepreneurial leadership domain, contending that it is gender blind, gender defensive and gender neutral	Conceptual	Interface: entrepreneurial leadership in context	Challenge prevailing gendered assumptions and conceptions to avoid the danger that entrepreneurial leadership may be co-opted into the mainstream discourse; identify recent and relevant debates and discussions, particularly within leadership studies, and develop a research agenda

in entrepreneurial contexts; third, applications of entrepreneurial leadership; fourth, entrepreneurial leadership and learning; and fifth, future directions.

## STRUCTURE OF THE BOOK

### **Part II Theoretical Perspectives on Entrepreneurship and Leadership**

We begin with a set of chapters that advocate new perspectives on entrepreneurial leadership, based on systematic literature reviews, conceptual innovation, methodological refinement and contextual sensitivity. In Chapter 2 Röschke presents a useful bibliometric analysis of 21 representative, peer-reviewed articles published on entrepreneurial leadership research from 2003 to 2014, which highlights the evolution of entrepreneurial leadership and presents the main themes and areas of debate. While early articles separated the two, more recent articles (from 2009 to 2014) employed the term ‘entrepreneurial leadership’ more frequently. In addition to the core concepts of ‘entrepreneurship’ and ‘leadership’, the term ‘performance’ is dominant and the positive influence of leadership on venture performance is highlighted. Specifically, the analysis stressed the importance of the leadership role played by entrepreneurs and the subsequent positive outcomes achieved at an individual and organizational level. The dynamic nature of the entrepreneurial leader’s role is stressed, especially the ways in which their leadership responsibilities and functions mature and crystallize as their company develops. For most of the authors in this analysis a key element of leadership effectiveness relates to a leader’s style, with ‘authentic’, ‘transformational’ and ‘shared’ leadership dominating. Transformational leadership has shaped most of the thinking in entrepreneurial leadership which while it has provided useful insights can potentially stymie conceptual development. To prevent perpetuating the mainstream and to ensure more holistic understanding of the construct we urge scholars to embrace more recent debates and critiques in leadership theory (Leitch and Harrison, 2018).

On the basis of his research, Röschke provides a definition of entrepreneurial leadership as ‘the entrepreneur’s or group of entrepreneurs’ ability to influence and direct the performance of an individual or a group with the aim to steer the organization in its development under uncertainty’, which takes the position that entrepreneurs are leaders by virtue of their position and the context in which they work.

Zhang and Cone (Chapter 3) challenge conventional understandings of how the world works and propose that an alternative understanding of

social reality is required in both leadership and entrepreneurship studies. Thus, they suggest that a move from the dominant substance perspective (Deleuze, 1994) and a focus 'away from isolated actions and activities to the recursive dynamics between external and internal complexity as new relations are created internally and as inter-organizational relations are initiated externally' (Steyaert, 2007: 457). Accordingly, their aim is to give an account of entrepreneurial leadership to prioritize flow and process over actions and decisions. Despite increasing attention being paid to a processual perspective in entrepreneurship, captured in Steyaert's (2007) phrase 'entrepreneuring', a tension remains between this and the dominant ontologies that have sustained Western culture and thinking. Zhang and Cone argue that most researchers view process to represent a change in things (phenomena) rather than an acknowledgement of epiphenomena which are transitory. In other words, flow and process are prioritized over actions and decisions to capture what they term 'the emerging now'. As an exemplar, in the context of opportunity recognition, researchers should closely attend to emerging processes and the opportunity for entrepreneurial leaders to act rather than them envisaging and creating scenarios of possible opportunities.

To provide an account of entrepreneurial leadership practice drawing on a processual understanding of social reality they build on Deleuze's materialistic philosophy of immanence, in particular his interrelating ideas of assemblage, lines of flight, desire and plateaus, complex adaptive systems (CAS) theory and the processual perspective in Chinese philosophy. To illustrate this they describe the case of China, where a process understanding of reality is normative and where interrelatedness and relativity are emphasized and order is considered to be temporary. The most radical insight of this perspective is the move away from a focus on individualism and individual agency which underpins Western social science to one which views humans as constituents of social formations or systems which are characterized by flows and flux. Thus, instead of actions and events being imposed by the will of a conscious actor, they are immanent in the flow of events and human situations. Accordingly, for Zhang and Cone to be entrepreneurial and innovative suggests having no fixed goal or particular plan so that it is possible to adapt to every twist and turn in the emerging now; in other words, engaging the emerging now.

Adopting a critical perspective that seeks to challenge hegemonic approaches and concepts, Stead and Hamilton (Chapter 4) introduce critical methodology as a means of illuminating the complexities of entrepreneurial leadership. In particular, their focus is on gender, and using illustrations from two empirical case studies they outline and discuss the steps and value in adopting a critical perspective. Their work is grounded

in critical leadership studies, which questions hegemonic approaches and beliefs in mainstream literature in particular, specifically critiquing rhetoric, tradition, authority and objectivity, and addressing what is neglected, absent or deficient in mainstream research (Collinson, 2011). Accordingly, Stead and Hamilton argue that individualistic, gendered, heroic assumptions inform implicit theories of entrepreneurial leadership which are reproduced and reinforced by much of the research in this area. Therefore, the dominant masculine entrepreneurial discourse remains dominant, which stymies alternative perspectives and understandings (Ahl, 2006; Marlow and Ahl, 2012).

Building on Pullen's (2007: 316) observation that 'the gendered nature of research and researcher identity is almost always under-acknowledged', Stead and Hamilton employed different cycles of analysis to unearth and interrogate the experiences of women entrepreneurial leaders. Using data collected from a phenomenological approach the researchers were able to investigate and make explicit the micro interactions and dynamics of women leaders' social practice.

After an initial cycle of organizing the data and identifying themes, they then employed appropriate theoretical frames of reference to interrogate the data. Like Alvesson and Skoldberg (2000) they emphasize the importance of theory in allowing researchers to find meaning in the data. Such an approach requires researchers to be highly skilled, reflexive, and prepared to challenge dominant and authoritative models and frameworks to present robust analysis and interpretations which can generate useful theoretical insights. This chapter is particularly beneficial as it highlights the role critical perspectives and methodologies can play in illuminating hitherto underexplored phenomena such as power dynamics in entrepreneurial settings. In addition, the analytical approach outlined responds to calls for increased methodological pluralism in the field (Leitch et al., 2009; Neergaard and Ulhøi, 2007).

Extending Gupta et al.'s (2004: 7) view that there is an increasing need for entrepreneurial leadership that is not confined to the US or even the so-called Anglo cultures, Harrison and Roomi (Chapter 5) draw on neo-institutional, market-based and culturally informed theory to highlight the ways in which current models and theories are inappropriate to explain and develop Islamic entrepreneurial leadership. In challenging the hegemonic Euro-American understandings of entrepreneurial leadership, their work can be located in more critical perspectives. In aiming to understand how entrepreneurial leadership is comprehended and manifested in the Muslim world, they stress that they do not assume a unitary conceptualization of Islam. Like other major religions, Islam is a multivalent and multi-vocal counterpoint of forms, purposes, meanings and aspects practised in differ-

ent ways and to differing degrees in a wide variety of socio-cultural environments with multiple influences. Despite the challenges this poses they argue that Islam, conceptualized as a set of socio-cultural phenomena, provides a lens through which to conceptualize entrepreneurial leadership.

The starting point for Harrison and Roomi's contextual analysis is to critique Kuran's (2008) interpretation that the effect of Islam on entrepreneurship in the Middle East has been inhibitive rather than developmental. Accordingly, they suggest that current interpretations of institutions, markets and cultures all hamper how we understand Islamic entrepreneurship and leadership. Thus, they suggest that neo-institutional theory, which takes cognizance of the practices and beliefs associated with the communal and societal, political and religious spheres (Mair et al., 2012), would provide a deeper and more nuanced appreciation of the relationships between Islamic formal and informal institutions, including legal and financial systems, markets and culture. Harrison and Roomi conclude that as diffuse cultural forces determine sustainable and systematic attempts to encourage entrepreneurship in general and to develop entrepreneurial leadership more specifically, practice-led, empirical research is required to enable more comprehensive insights into how Islamic entrepreneurial leadership might be conceptualized and enacted. In so doing, they by implication call for more research in this area which is grounded outside the dominant Anglo-American consensus.

### **Part III Leadership in Entrepreneurial Contexts**

Turning the focus to the entrepreneurial context specifically, this section contains four chapters that address the nature and role of entrepreneurship, leadership and management in a range of organizational contexts. Volery and Mueller (Chapter 6) draw on strategic leadership theory to augment the transformational approach to understanding entrepreneurial leadership. Specifically, they explore the behaviours displayed and roles filled by six entrepreneurs when confronted with the leadership paradoxes and tensions in business creation and growth. They view entrepreneurs as strategic leaders who have to navigate the conflicts arising from the operational, day-to-day pressures, and strategic and longer-term demands, which can be simultaneous and contradictory.

Employing structured observation, different 'units of action' or examples of a specific behaviour displayed by the entrepreneur were recorded and analysed. After analysis it emerged that entrepreneurial leaders face four paradoxes: the exploration and exploitation of opportunities; balancing short-term and long-term perspectives and actions; maintaining stability and adaption; and managing internal and external orientations.

In addressing these, ten main roles were performed by entrepreneurial leaders, three of which were future-oriented, focusing on discovering and shaping entrepreneurial opportunity (the visionary, the discoverer, the steersman), three oriented to operational issues (the frontline worker, the trouble-shooter, the controller) and the remaining four relating to their ability to balance the two, that is, the business's day-to-day activities and its longer-term needs (the information broker, the decision-maker, the salesman, the networker). On the basis of these they identified four strategies which entrepreneurial leaders could employ to overcome the tensions they faced. In building on strategic leadership this research draws attention to the fact that entrepreneurial leadership is a synergistic combination of managerial and visionary leadership.

Like Volery and Mueller, Schjoedt and Valencia in Chapter 7 focus on the distinction between operational and strategic issues by arguing that preferred learning styles and use of knowledge will differ between entrepreneurial leaders, who they suggest will favour knowledge exploration, and entrepreneurial managers, who instead will emphasize exploitation. Specifically, they base their differentiation between entrepreneurial leaders and managers according to a distinction between process and function: while leadership and entrepreneurship are processes, management is a function comprising a number of roles (Penrose, 1959).

To explain the distinction between entrepreneurial leaders and managers they draw on three theories. First, March's (1991) concepts of knowledge and exploitation, to illustrate that entrepreneurial leaders' exploratory learning involves searching, risk-taking, discovery and innovation; while learning exploitations comprises for entrepreneurial managers choice, refinement, efficiency and implementation. Second, Lumpkin et al.'s (2004) creativity-based model of opportunity recognition, which provides a two-phase, five-stage approach to illustrate how creativity influences opportunity recognition and the initial venture creation process. In the first phase of discovery the focus is on exploring knowledge through preparation, incubation and insight, while in the second phase of formation learning is centred on knowledge exploitation through evaluation and elaboration. Third, in common with others who have explored entrepreneurial learning (Corbett, 2005; Harrison and Leitch, 2005; Lumpkin and Lichtenstein, 2005), Kolb's (1984) learning cycle helps to identify an entrepreneur's preferred learning style.

Schjoedt and Valencia argue that as entrepreneurs disrupt the market through opportunity recognition and innovation, the entrepreneurial leader is more adept at envisioning future possibilities and transformations and accordingly is more focused on the discovery phase. On the other hand, the entrepreneurial manager's role is much more transactional,

focusing on the efficient and effective execution of ideas and innovations and on maintaining control and order, which is more apt in the formation phase. Schjoedt and Valencia acknowledge that this is a very blunt distinction and that much overlap exists between the activities in which entrepreneurs, leaders and managers engage. Nevertheless, the value of this work is that it draws attention to the complexity in new venture creation and the importance of a team-based approach.

The distinctions highlighted by Schjoedt and Valencia mirror debate among leadership scholars, which ranges from an extreme position of essential difference between leaders and managers (Zaleznik, 1977; Bennis and Nanus, 1985) to one of complementarity (Kotter, 1990) and interdependence (Yukl and Lepsinger, 2005). A common thread running through all of these positions is that they are essentialist, assuming that actors will have particular traits and behaviours influencing their approaches in different settings. However, from a social constructionist perspective, Grint (2005) argues that the relationship between leadership and management is a more complex intersection of self, social and contextual constructions. Accordingly, leadership and management are constituted by social actors' preferences and comfort with regard to power and uncertainty as opposed purely to anything innate. While psychological approaches are important, we argue that entrepreneurial leadership would benefit from the inclusion of social perspectives to provide a more holistic understanding of the construct.

The focus of Bell and Whittington's research (Chapter 8) is to explore, from a leadership perspective, the skills, capabilities and knowledge required to scale and grow a venture, which to date few researchers have explored. Like the majority of scholars in entrepreneurship, their perspective of entrepreneurial leaders is that it is a style of leadership. They draw on the full-range model of leadership developed by Avolio (2010), comprising five transformational and three transactional factors of leadership, and the life-cycle approach, to understand the evolution and growth of threshold firms. Drawing on configurational logic, Bell and Whittington argue that Avolio's (2010) model is appropriate as the different mixtures of leadership behaviours identified can be drawn on at any stage of an organization's growth. For them this acknowledges the importance of a dynamic approach to leading to reflect the complex, constantly evolving environments in which organizations operate. In integrating two models and adopting a configurational perspective, Bell and Whittington propose that various combinations of transformational and transactional leadership behaviours may have differential effects across the variety of scenarios faced by a growing venture. Accordingly, entrepreneurial leaders have to possess the cognitive capability, insight and willingness to adapt their

leadership behaviours, with those who do so likely to be more successful. Helpfully, Bell and Whittington propose a number of research opportunities to advance our thinking in this area.

Carsrud, Renko-Dolan and Brännback (Chapter 9) explore the concept of entrepreneurial leadership (EL) and how it differs from other forms of leadership and why EL is critical to our understanding of new firm creation and growth. Specifically, they discuss how EL impacts upon a firm's culture and sustainability through the leadership succession process. This chapter builds on their more extensive review of the literature associated with the measurement of entrepreneurial leadership (Renko et al., 2015). As such, the entrepreneur as a leader is the focus of this chapter, and they explore in some depth the relationship between being an entrepreneur and being a leader. Based on a review of relevant entrepreneurship and leadership literatures they conclude that, given the changing economic climate, the more traditional styles of leadership are becoming less important. Accordingly, firms should focus on being entrepreneurial in their leadership style and in so doing focus on discovery, development and growth as well as on coordination-focused administrative tasks. For Carsrud et al., the changing economic landscape and increasingly multicultural context means that in order to thrive organizations must constantly innovate and learn. This means encouraging and maintaining entrepreneurial behaviours at all levels of the firm, from senior management to the newest employee. To compete effectively on a global and a local level, all ventures must become entrepreneurial organizations with entrepreneurial leaders.

Carsrud et al. argue that entrepreneurship and leadership share similarities (the early search for characteristics and traits, the more recent emphasis on transformational leaders, the attention given to vision and organizational alignment). Despite these similarities their definition of what entrepreneurial leadership stands for clearly distinguishes it from other leadership styles. Specifically, they argue that the opportunity focus of entrepreneurial leaders is evident in leaders' own actions as well as in the expectations from their followers. The recognition and pursuit of opportunities can be accomplished across organizations of all types, as well as across different functional levels. As such, entrepreneurial leadership is not only the domain of new business founders but also practised by leaders in various types of organizations that are reinventing themselves. Indeed, entrepreneurial leadership can be found in leader-follower relationships anywhere in an organization, while strategic constructs, such as entrepreneurial orientation, only reflect the decisions of those at the top of an organization.

## **Part IV Applications of Entrepreneurial Leadership**

Carsrud et al.'s argument is taken a stage further by Kuratko (Chapter 10). Underpinned by a belief that the current global entrepreneurial revolution is more impactful than the industrial revolution (Kuratko and Morris, 2013), Kuratko suggests that corporate entrepreneurial leadership is a vital component in the modern global economy. The capacity to take entrepreneurial action through leading, taking risks and causing disruption is characteristic of the entrepreneurial mindset perspective. However, while few would necessarily disagree that the contributions made and the role played by corporate entrepreneurial leaders is important, there is little understanding of the process of corporate entrepreneurial leadership. He draws on four literatures to identify four major implementation issues for corporate entrepreneurial leadership, as well as six critical corporate entrepreneurial leadership responsibilities. First, he reviews current understandings of corporate entrepreneurship, specifically the focus on businesses establishing sustainable competitive advantage as a foundation for profitable growth; second, he examines the concept of entrepreneurial intensity, the degree and frequency of entrepreneurial actions undertaken by an organization or individual which he considers to be the cornerstone of entrepreneurial leadership (Morris et al., 2011); third, he highlights the importance of a conducive organizational climate for corporate entrepreneurial activity and the role it plays in the development of appropriate entrepreneurial leadership behaviours; and fourth, he identifies critical leadership responsibilities at all organizational levels. For Kuratko, the identification of the six corporate entrepreneurial leadership responsibilities, while not necessarily definitive, are necessary to enable the shift in focus from traditional product and service innovations to pioneering innovations across a range of organizational functions including processes, value chains and business models, necessary for companies to flourish.

Adopting a processual understanding of entrepreneurship and its relational dynamics, embedded in social constructionism, Sklaveniti and Tzoumpa (Chapter 11) develop a conceptualization of entrepreneurial leadership and highlight the ever-changing idea of becoming by drawing on ideas of temporality, relational identity and improvisation. Following a meta-theoretical summary of common theoretical developments within the fields of both entrepreneurship and leadership, they argue that the individualistic, essentialist and deterministic perspective which underpins the majority of research in both domains does not capture sufficiently the dynamic and relational nature of the entrepreneurial leadership process. For them entrepreneurial leadership can be defined as 'a perpetual and

relational process of working together to mobilize business opportunities in an organizational context in pursuit of entrepreneurial goals’.

They ground their argument in the specific context of social enterprises, which they view as building on the Schumpeterian (1934) concept of contributing to change through innovative combinations, albeit in relation to a social mission. Emphasizing the relational aspect of social entrepreneurship, Sklaveniti and Tzoumpa explore the concepts of change, inclusiveness and uncertainty. With specific reference to change they draw on Orlikowski and Yates’s (2002) work to illustrate the temporal unfolding of change from a *kairotic* perspective, that moment of coming into being of, for example, an opportunity, instead of it being something that can be discovered. This emphasis on temporality and emergence is also evident in their conceptualization of the ways in which entrepreneurial leadership is enacted: not as a series of stable practices and actions, but through a process of continual revitalization and revision. Accordingly, in social enterprises characterized by change, uncertainty and multiple interpretations, entrepreneurial leaders need to coordinate actions, synchronize meanings and adapt to contextual particularities. In the context of opportunity genesis and development, Sklaveniti and Tzoumpa suggest that practice theory is a useful analytical construct to illustrate how the performativity of practices follows the unfolding of entrepreneurship in which spontaneity, creativity and improvisation are stressed.

Hatem (Chapter 12) picks up on Harrison and Roomi’s plea for more socially and culturally grounded research (Chapter 5). She uses a detailed case study approach to examine the actions, processes and attributes of entrepreneurial distributed leadership in the high growth and rapid internationalization of emerging multinationals in the Middle East and North Africa (MENA) region. For Hatem, entrepreneurial leadership is a distinctive style of leadership that can be present in an organization of any size, type or age (Renko et al., 2015). Although leadership is the resource most distinctive to a specific organization, effective leadership processes are fundamental to the development and growth of new international ventures, and to the provision of entrepreneurial leadership in established corporations. Based on insights drawn from a series of detailed case studies, Hatem argues that her respondents, as leaders of entrepreneurial firms, highlighted the importance of ‘distributed leadership’; this meant that as founders they drove, encouraged, motivated and worked with entrepreneurial team members to initiate viable initiatives for the future of their internationally diversified companies. As a result, the development of entrepreneurial teams for distributed leadership was what these leaders concluded to be an exceptional element in their respective diversified firms’ superior performances as they rapidly internationalized.

This research makes a contribution to the concept of distributed leadership as it connects in a meaningful way with the experiences and aspirations of leadership teams in high-growth firms in the MENA region. However, Hatem concludes that the key contribution of distributed leadership is not in offering a replacement for other accounts, but in enabling the recognition of a variety of forms of leadership in a more integrated and systemic manner, recognizing the inherently political nature of leadership within organizations. In so doing she has demonstrated its applicability during the different stages of growth of the rapid internationalizing multinational firms from the emerging markets of the MENA region. The challenge arising from this work is to explore this in further empirical research in a wider range of entrepreneurial contexts.

Taking a 'gender as variable' approach, Adesua-Lincoln and Croad (Chapter 13) examine the gender differences between Nigerian men and women's leadership practices and collective entrepreneurial behaviour. To overcome poverty and unemployment in Nigeria, increasing numbers of women are engaged in entrepreneurial activity (GEM, 2012). This is despite the twin hurdles of an unfavourable business environment (infra-structural deficiencies, weak institutions, low access and high cost of finance, corruption, lack of diversification, an inability to compete with imported goods, low productivity) and discriminatory practices and biases rooted in traditional socio-cultural values and practices. Adesua-Lincoln and Croad's research builds on calls for greater insights into gender-based leadership practices across cultures, especially in terms of fostering work teams and collective entrepreneurship. They build on work by Eagly et al. (2003) and Park (1996) to argue that gender is related to leadership behaviour, with women tending towards more transformational and collaborative approaches underpinned by compassion, sensitivity and empathy.

A convenient sampling strategy was adopted to administer a survey to men and women entrepreneurs in Lagos state. Regarding leadership behaviours the findings, while mixed, suggest that on the whole women entrepreneurs tend to adopt a transformational style of leadership behaviour. Despite this, in order to achieve set targets they can be task-oriented. However, in the case of collective entrepreneurship the findings show a more stark distinction, with men leaders being more likely to communicate effectively with their employees, enhancing collaboration and increased team interaction. In line with De la Rey (2005), Adesua-Lincoln and Croad suggest that in a patriarchal society such as Nigeria, women due to their isolation and lack of exposure to entrepreneurship are less likely to encourage team-based approaches, or possess entrepreneurial vision or effective communication skills. In essence, male dominance is endemic in the socio-cultural system and determines the entrepreneurship

practices adopted by women as they interact across different societal and cultural lines.

### **Part V Entrepreneurial Leadership and Learning**

In Part V of the book we explore a number of dimensions of the interface between entrepreneurship, leadership and learning, reflecting an emphasis highlighted in some of the early work on entrepreneurship and leadership (Harrison and Leitch, 1994). Kempster, Smith and Barnes (Chapter 14) use communities of practice (CoP) theory, from Lave and Wenger's (1991) model of situated learning, a social learning theory involving engagement in a 'community of practice', to explore entrepreneurial leadership learning. Their work takes a relational ontological perspective and they position entrepreneurial leadership as socially constructed, whereby relational practices, context and identity are important and where leadership is an outcome of a process. In the context of learning they argue that entrepreneurial leaders learn through participating in everyday activities, conversations and interactions. Using their experiences of a leadership development programme targeted at entrepreneurial leaders they use CoP to provide the analytical tool for analysing entrepreneurial leadership learning processes and their relationship between identity and context for an entrepreneurial leader. Specifically, they conceptualize the leadership development programme as a CoP where delegates are co-learners who apply and refine their learning in the context of their own businesses. They also draw on Leitch et al.'s (2013) research on the importance of developing institutional capital in such entrepreneurial leadership programmes to enhance both human and social capital. With specific reference to a single case, Kempster et al. illustrate how human, social and institutional capital are developed and interrelated within a community of practice. Like entrepreneurial leadership, our knowledge and understanding of entrepreneurial leadership learning is limited. Kempster et al. outline a social learning dynamic of entrepreneurial leadership learning incorporating the three capitals of human, social and institutional capital, which underpin the creation and enhancement of a fourth, that of economic capital.

Like Kempster et al., the focus of Bagheri and Pihie's work (Chapter 15) is to explore entrepreneurial leadership learning. Atypically, they do this by examining the motivations of student leaders, of university entrepreneurship clubs and projects, to develop their entrepreneurial leadership competencies. They argue that while entrepreneurship education is one of the most significant environmental factors in motivating students to learn and enhance their entrepreneurial capability (Guerrero et al., 2008; Pittaway and Cope, 2007a, 2007b), compulsory and ineffective

education can also reduce students' motivations and ambitions to become entrepreneurs.

Building on Leitch et al.'s (2013) definition of entrepreneurial leadership, they advance a definition of student entrepreneurial leadership as 'a process of social interaction and influence that develops students' entrepreneurial knowledge and competencies as well as their capabilities to successfully perform the tasks and roles of the leader in university entrepreneurship clubs and projects'. To understand better those factors motivating students to acquire entrepreneurial leadership skills and capabilities, they examined the everyday leadership experiences, practices and reflections of 14 student leaders of university entrepreneurship clubs in private and public higher education institutions in Malaysia. Specifically, they focused on investigating the challenges the students faced in creating ideas, recognizing opportunities, marshalling essential resources and mobilizing a group to successfully fulfil a project's objectives.

Their findings revealed that two types of competency are necessary in the development of student entrepreneurial leadership: first, personal competencies, including entrepreneurial leadership self-efficacy and love of challenges; and second, leadership competencies, comprising the creation of caring interpersonal relationships, the ability to delegate, and building self-efficacy among group members. The student entrepreneurial leaders were driven to learn and develop these competencies through a combination of intrinsic factors (personal interest and self-development) and extrinsic factors (learning opportunities, entrepreneurial leadership development courses, and entrepreneurial tasks and demands). Bagheri and Pihie's research contributes to the lack of literature in the context of university entrepreneurial leadership development opportunities, demonstrates the potentially influential role which university entrepreneurship clubs play, and provides insights for educators of those attributes that should be developed and enhanced.

In the context of achieving long-term organizational sustainability, Rae (Chapter 16) explores the ways in which entrepreneurial leaders can build a sustained culture of entrepreneurship and facilitate leadership development opportunities in their organizations. His research draws on the points of convergence between ideas of sustainable entrepreneurship as a social movement, and leadership as a distributed concept. The application of ideas and innovations in a sustainability context differ from a free-enterprise model as social, environmental, ecological, technological, cultural, heritage and aesthetic dimensions are important in addition to financial and economic dimensions. To succeed, Rae suggests that sustainable entrepreneurship is dependent on entrepreneurial leadership, entrepreneurial learning, and a supportive cultural, political and economic

context. Like Kempster et al. (Chapter 14), Rae views entrepreneurial leadership as a social and connected practice involving trust, shared values and reciprocity. Learning, for entrepreneurial leaders, is a process of social emergence and identity construction by which an individual's full potential can be achieved.

Adopting an interpretive and inductive approach Rae presents four in-depth cases comprising entrepreneurial organizations facing ongoing sustainability challenges. In each case the venture's founder was the key informant about a range of organizational issues including its strategy, culture, developmental opportunities, approaches to leadership development and governance. After analysis he presents a model for leadership for sustainability in entrepreneurial organizations comprising four interrelated aspects: identity (co-constructed between individuals, the organization and the community), culture, community (the active engagement and participation of the organization's staff and stakeholders) and entrepreneurial innovation. While much of the work investigating entrepreneurial leadership development has tended to be conducted in the context of formal and structured programmes, much less work has been centred on the development of distributed leadership opportunities within the more informal context of organizations.

Smith (Chapter 17) takes the perspective that while entrepreneurs and small business owners might well perform many different types of leadership actions and activities, not all of these can necessarily be classified as being entrepreneurial leadership. Instead, he believes that for the term 'entrepreneurial leadership' to be used, specific characteristics or qualities relating to newness, novelty or difference must be evident. In particular, his concern in this chapter is to better appreciate how leadership can be exercised as an abstract and abstracted concept. Accordingly, he employs a single case study, BrewDog, and applies leadership theories to better understand the two founders' style of entrepreneurial leadership. To do this he identifies stories and scenarios from media coverage and the company's website which he considers to be examples of entrepreneurial leadership, and employs the cultural web model as an analytical tool to identify patterns of organizing. In this instance, Smith employs the model to demonstrate the shared semiotics between entrepreneurship, leadership and entrepreneurial leadership. On the basis of his analysis he stresses that the case study demonstrates not only situated entrepreneurial leadership, but also examples of entrepreneur and leader stories too; in other words, at different times the founders behave and act as entrepreneurs, and at others as leaders. Of particular interest is that through examining the nature and role of leadership in a rapidly expanding entrepreneurial firm it is possible to operate separately or simultaneously as an entrepreneur

and as a leader, which demonstrates a lack of rigidity between the two constructs in practice. For Smith, this indicates that entrepreneurial leadership is both a philosophy and a situated, storied practice.

Gibb and Haskins (Chapter 18) focus on the entrepreneurial leadership role of one particular organization type: the university. The overall objective of this chapter is to explore key issues in the design and development of the entrepreneurial university in both concept and practice. Their intent, reflecting an emphasis in the other chapters in this section, is to be of value not only to members of the academic community who wish to explore this issue but also to policy-makers and the wide range of international stakeholders, public and private, who are demonstrating a growing interest in this development. In terms of purpose, they seek to capture the not inconsiderable experiment in organizational design of universities, across the world, as they attempt to adjust to an environment growing in complexity and uncertainty. In so doing, the discourse moves beyond a focus upon entrepreneurship and enterprise education in universities, which has been the subject of considerable practical development and academic publication over the past decade or so, and beyond what has almost become a 'traditional' entrepreneurial focus upon the technology transfer role of universities.

In developing their vision for what the entrepreneurial university of the future might look like, they identify the leadership role in universities as crucial. Leadership in managing change under conditions of uncertainty and complexity is of critical, transformational importance in several key respects: presenting a strong intellectual and passionate vision of the entrepreneurial role for the university and the rationale for entrepreneurial behaviours; establishing a culture of supporting innovation and some risk-taking across the university; building a team of shared values; presenting a clear and convincing vision of organization design aimed at bottom-up empowerment across the university; identifying, supporting and rewarding the key change agents at the faculty and departmental level; demonstrating strong network and relationship management skills both externally and internally; and demonstrating a strong strategic orientation, allowing flexibility for initiative-taking across the university via a process of informal culture trust-based development. In clearly articulating their vision for the entrepreneurial university, Gibb and Haskins provide an illuminating account of what (transformational) entrepreneurial leadership in practice might look like.

## **Part VI Future Directions**

In their conceptual chapter, Harrison, Leitch and McAdam (Chapter 19) offer a new direction for entrepreneurial leadership research. They highlight the embedded masculinity of the entrepreneurial leadership domain, contending that it is gender blind, gender defensive and gender neutral. They argue that it is important to challenge prevailing gendered assumptions and conceptions, not least to avoid the danger that entrepreneurial leadership may be co-opted into the mainstream discourse without taking account of recent and relevant debates and discussions, particularly within leadership studies.

Specifically, they argue that neglecting the role of gender in entrepreneurial leadership is at odds with the considerable and growing attention to gender in leadership studies. There are two dimensions to this. First, the difficulty in separating the terms ‘leadership’ and ‘men’, as the languages of masculinity, leadership and entrepreneurship have effectively become synonymous. Second, this has been compounded by most research being conducted in Western industrialized cultures that expound these masculine ideals. As a result, in entrepreneurial leadership the male/masculine is regarded as the universal, neutral subject against which the woman/female is judged. In leadership research, however, two emerging literatures offer the possibility of a more nuanced treatment of gender. First, post-heroic models of leadership that emphasize leadership as a collaborative, relational process and are often presented as gender neutral. Second, the notion of feminine leadership highlights apparently feminine attributes, attitudes and behaviours such as an interpersonal orientation, collaboration, empathy, kindness, and more participatory and relational leadership styles.

Elaborating on Metcalfe and Woodhams’s (2012) recent review of new directions in gender, diversity and organization theorizing, Harrison et al. develop a research agenda for the gendered analysis of entrepreneurial leadership, which is undertaken at three levels. At the micro level, they extend current gender research on social constructionism, critical management studies and intersectionality to contemporary entrepreneurial leadership research. Specifically, three themes are highlighted: the (in)visibility of women leaders negotiating their in-group/out-group status; the role of glass walls and ceilings in attenuating women’s experience-building and career progression; and the role of gender fatigue in reinforcing masculinist conceptions of leadership. At the meso level, building on the critical social science literature on men’s studies and race studies, they highlight the importance of understanding intersectionality and the dangers of simply treating gender, ethnicity, and so on as variables to be analysed in

an essentialist manner. At the macro level, they propose that post-colonial feminist studies, transnationalism and the geographies of place and space can provide a foundation for theoretically advancing the knowledge domain of a context-aware and situationally grounded entrepreneurial leadership research. This research agenda, incorporating new frameworks and perspectives, presents an opportunity for entrepreneurial leadership scholars to address wider issues concerning diversity, the generalizability of their findings and the inclusivity of the theories they develop.

## CONCLUSION

In compiling this *Handbook* we have sought to reflect the current diversity of research on entrepreneurship and leadership. Our own position is that entrepreneurial leadership sits at the intersection of both leadership and entrepreneurship, and we see that there is significant opportunity for theories and constructs in both to inform its development. As a number of our contributors indicate, explicitly or by implication, transformational leadership has been a particularly influential influence, despite (or perhaps because of, given the ideological baggage accompanying much of the advocacy of entrepreneurship) the danger that the language employed in the theory tends towards the evangelical and idealistic, in that transforming leaders are considered to provide a positive moral guide of working for the benefit of the team, organization and/or community (Tourish, 2013). However, in the wider entrepreneurial leadership literature there has been little discussion of or reaction to critiques of this, and more recent developments in leadership theory are for the most part not reflected in current discussions. This is despite the recognition that the domains of entrepreneurship and leadership continue to share similarities, not least an increasing awareness of the importance of context, a move away from the 'Great Man', charismatic individualistic understanding of leader and entrepreneur as hero, and a greater sensitivity to the processes used to develop and revise processes in organizations to build leadership or entrepreneurial capability and capacity in an organization. Fundamentally, and reflected throughout this *Handbook*, contemporary research in both fields sees leadership and entrepreneurship as relational, based on the importance of interactions with others, benefiting from a critical approach (including acknowledgement of a social constructionist approach) in which separation of the individual (leader/entrepreneur) from the process (leadership/entrepreneurship) becomes an important issue in determining the appropriate object of study.

Common to both the entrepreneurship and leadership literatures is a

widespread neglect of the importance of power relations and unethical behaviour (Howell and Avolio, 1992); an under emphasis of the pursuit of self-serving, self-interested behaviour at the expense of followers' interests (Christie et al., 2011); a continuing lack of clarity and agreement on conceptual definitions and models linking influences on mediating processes and outcomes (van Knippenberg and Sitkin, 2013); and an implicit contextless universalism. Further, much current theorizing is still leader-centric and based on highly gendered, heroic images of the Great Man. This is problematic for two reasons. First, as Stead and Hamilton (Chapter 4) and Harrison et al. (Chapter 19) in this *Handbook* make clear, it perpetuates a patriarchal view of leadership at odds with the emerging post-heroic schools of leadership. Second, this plays down the role of followers in defining the leadership condition (Crossman and Crossman, 2011). A number of our contributors have followed Renko et al. (2015) in highlighting the role of followers in entrepreneurial leadership, but it remains the case that in leadership studies more generally there has been relatively little consideration of the role of the follower and the dynamics of follower–leader interaction as a process of social and relational interaction (Kelley, 1992; Uhl-Bien et al., 2014; Grint, 2001).

Central to the contributions to this *Handbook* are a number of themes which point to a fruitful agenda for future research at the interface between entrepreneurship and leadership. First, there is a widespread concern with context – organizationally, socially, culturally and geographically – which belies the implicit universalism of much of the extant research in both domains. Second, there is growing interest in a more critical perspective that questions hegemonic approaches and beliefs in mainstream literature; critiques rhetoric, tradition, authority and objectivity; and addresses what is neglected, absent or deficient in mainstream research (Collinson, 2011). Third, increased attention to leader–follower dynamics points to a renewed interest in power (and the way it is reproduced in particular structures, relationships and practices) and identity constructions (through which leadership dynamics are reproduced, rationalized, sometimes resisted and occasionally transformed) (Collinson, 2005).

Fourth, a more nuanced understanding of leader–follower and other relationships recognizes entrepreneurship and leadership as socially constructed, given shape by their social, political and cultural context. This emphasis on the relationship between the entrepreneurial leader and the entrepreneurial system in which they and their business operate, shapes and influences how they exercise power and authority. Fifth, there is growing interest in exploring the relations between macro social relations and meso organizational practices and processes as well as the micro dynamics of entrepreneurial leaders and others in a variety of entrepreneurial settings,

drawing on more relational and collective approaches to leadership such as shared leadership and distributed leadership. Sixth, many of our contributors reflect the view that leadership is a firm-wide phenomenon, which throws light on the importance of developing entrepreneurial leadership capability throughout an organization instead of focusing on one or a handful of individuals in senior positions. Seventh, this has implications for entrepreneurial leadership education and development that parallels the distinction between ‘leader’ and ‘leadership’ as the focus shifts from individualistic to more relational understandings of leadership, and from leader development (developing an individual leader’s human capital, knowledge, skills and abilities) to leadership development (expanding an organization’s collective capacity so that all of its members can engage in leadership processes) (Day, 2000; Day et al., 2014). Research on entrepreneurial leadership is still in its infancy but, as the contributions to this *Handbook* make clear, offers fertile ground for exploration and innovation and an opportunity to shape thinking in both its parent disciplines.

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