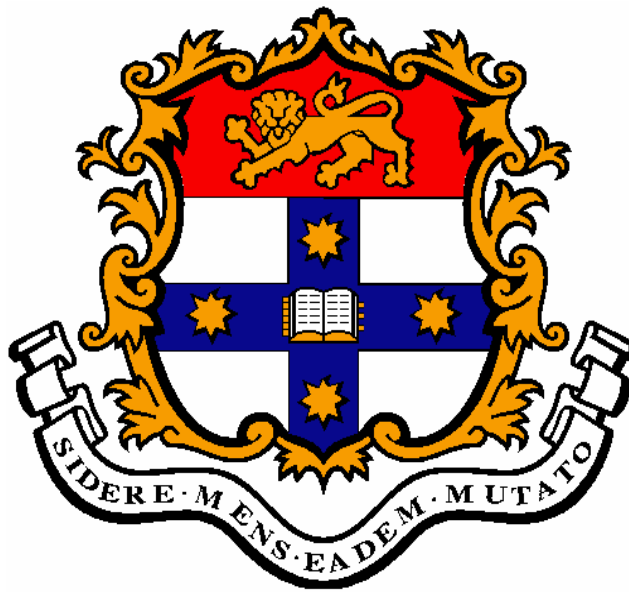


A New Paradigm of Entrepreneurial Leadership: the mediating role of influence, vision and context



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Honours Thesis - November 2007

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Discipline of International Business

TABLE OF CONTENTS

DECLARATION	1
ACKNOWLEDGEMENTS.....	2
ABSTRACT	3
1.0 INTRODUCTION	4
1.1 ENTREPRENEURSHIP IN ACADEMIA	4
1.2 MOTIVATION FOR RESEARCH.....	5
1.3 OUTLINE OF THESIS	7
1.4 CONTRIBUTIONS SOUGHT.....	8
1.5 CONCLUSION	8
2.0 LITERATURE REVIEW	9
2.1 THE HYPOTHETICAL CASE – THE SPORTS LEADER WHO MOVES INTO BUSINESS	10
2.2 ENTREPRENEURIAL LEADERSHIP.....	11
2.2.1 THE FIELD OF ECONOMICS.....	12
2.2.2 THE FIELD OF SOCIOLOGY	14
2.2.3 THE FIELD OF MANAGEMENT	17
2.2.4 THE FIELD OF ANTHROPOLOGY	18
2.2.5 WHAT WE CAN LEARN FROM A REVIEW OF ENTREPRENEURSHIP LITERATURE	19
2.3 LEADERSHIP LITERATURE.....	22
2.3.1 LEADERS, MANAGERS AND CHANGE	23
2.3.2 THE RELATIONSHIP BETWEEN LEADERS AND FOLLOWERS	24
2.3.3 THE CREATIVE & EFFECTIVE LEADER	26
2.3.4 INFORMAL MEMBERS AND PEER LEADERSHIP	27
2.3.5 WHAT WE CAN LEARN FROM A REVIEW OF LEADERSHIP LITERATURE	30
2.4 COMBINING LEADERSHIP AND ENTREPRENEURSHIP FIELDS.....	30
2.5 THEMATIC SUMMARY	35
2.6 CONCLUSION.....	36
3.0 METHODOLOGY.....	38
3.1 PHILOSOPHY OF SCIENCE AND METHODOLOGY	40
3.3 RESEARCH STRATEGY – CASE STUDY.....	41
3.3.1 CHARACTERISTICS OF CASE STUDIES	43
3.3.2 APPROPRIATENESS OF CASE STUDIES	44
3.3.3 CASE STUDIES AND ENTREPRENEURIAL LEADERSHIP	45
3.4 RESEARCH METHOD.....	46
3.4.1 DATA COLLECTION	47
3.4.2 DATA REDUCTION	50
3.4.3 DRAWING CONCLUSIONS	51
3.5 CONCLUSION.....	52
4.0 THE CASES.....	54
4.1 AQUA MAN.....	54
4.1.1 AQUA’S SPORT LEADERSHIP.....	55

4.1.2 AQUA’S BUSINESS ENTREPRENEURSHIP	56
4.1.3 AQUA MAN’S CROSSOVER.....	57
4.2 WHEELER	57
4.2.1 WHEELER’S SPORTS LEADERSHIP	58
4.2.2 WHEELER’S BUSINESS ENTREPRENEURSHIP	60
4.2.3 WHEELER’S CROSSOVER	61
4.3 BATTER.....	62
4.3.1 BATTER’S SPORT LEADERSHIP.....	62
4.3.2 BATTER’S BUSINESS ENTREPRENEURSHIP	63
4.3.3 BATTER’S CROSSOVER	63
4.4 CONCLUSION.....	65
5.0 RESULTS AND FINDINGS.....	66
5.1 INDIVIDUAL INFLUENCE.....	66
5.1.1 FINDINGS – SIGNIFICANCE OF INFLUENCE	67
5.1.2 CONCLUSION – SIGNIFICANCE OF INFLUENCE.....	69
5.1.3 THEORETICAL IMPLICATIONS.....	70
5.1.4 MANAGERIAL IMPLICATIONS	70
5.2 CARRYING OUT A VISION	71
5.2.1 FINDINGS – CARRYING OUT A VISION.....	71
5.2.2 CONCLUSION – CARRYING OUT A VISION.....	73
5.2.3 THEORETICAL IMPLICATIONS.....	74
5.2.4 MANAGERIAL IMPLICATIONS	75
5.3 CONTEXTUAL BOUNDARIES	76
5.3.1 FINDINGS – CONTEXTUAL BOUNDARIES	77
5.3.2 CONCLUSION – CONTEXTUAL BOUNDARIES.....	78
5.3.3 THEORETICAL IMPLICATIONS – LMX THEORY.....	79
5.3.4 MANAGERIAL IMPLICATIONS	80
5.4 CONCLUSION OF RESULTS AND FINDINGS.....	80
6.0 LIMITATIONS, FUTURE RESEARCH AND CONCLUSION	82
6.2 LIMITATIONS	82
6.2.1 LITERATURE REVIEW	82
6.2.2 METHODOLOGY	83
6.2.3 CASE SELECTION.....	85
6.3 FUTURE RESEARCH	86
6.4 CONCLUSION.....	90
APPENDIX 1	92
APPENDIX 2	95
APPENDIX 3	97
REFERENCE LIST	99

Declaration

I hereby declare that this submission is my own work and to the best of my knowledge it contains no materials previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at The University of Sydney or any other educational institution, except where due, acknowledgement is made in the thesis. Any contribution made to the research by others, with whom I have worked at The University of Sydney or elsewhere, is explicitly acknowledged in the thesis.

I also declare that the intellectual content of this thesis is the product of my own work, except to the extent that assistance from others in the project's design and conception or in style, presentation and linguistic expression is acknowledged.

Acknowledgements

This research project would not have been possible without the help, support and guidance from the people around me. A special thanks to Richard Seymour, who advised that swimming in a sea of information and confusion, was normal in academia. The time and effort you put into my project was greatly appreciated.

To Jon, who provided continual emotional support and motivation at the times of despair, your guidance will be remembered. Thank you for your help editing my thesis and allowing me to reap the benefits of such a brainy bookworm.

To the Discipline of International Business, thank you for giving me the opportunity to be your “guinea pig” for the Honours program. When I meet new people, I will now announce my claim to fame was being one of the first students to complete Honours in International Business at the University of Sydney. I have learnt so much more than I expected and those skills that you, the discipline have nurtured will now be the foundation for my journey towards a professional career. Special thanks to Sid, Ben, Alex, Gracy and Wu for the weekly Thursday afternoon discussions.

To my Honours class mates, this year has been interesting, unique, stressful but least to say very memorable. The group of us were different in many ways, but I know you will all be successful in the future. I hope that we have a new Mr Google, a new Brett Lee, a famous Luxemburg academic, two very qualified French entrepreneurs and an Indian-based expatriate working with multinationals.

Lastly, to my family and friends who have put up with my grumpy ways, my stressful outbursts and confused demeanour throughout the year, this project would not have been possible with you all.

Abstract

This research project explores Entrepreneurial Leadership as a new way of understanding the entrepreneur. By exploring this phenomenon, the project aims to help the field of entrepreneurship move from a position of fragmentation to consolidation. A review of the both the entrepreneurship and leadership fields will conclude that entrepreneurship focuses on the individual entrepreneur/leader whereas leadership literature explores the significance of context and followers. A hypothetical case of the sports leader who is also an entrepreneur is utilized to provide insight into the literature. From the review, the emerging themes of influence, vision and contextual boundaries were uncovered. These themes were the foundation for a case study research strategy whereby the experiences of Aqua, Wheeler and Batter were sought to understand the emerging themes. It was found that the ability to influence other people in an entrepreneurial business context was stronger than that of a sports leadership role. Secondly, the individuals believed they created their own vision while the realisation of their goals was more self-influenced in the business context. Lastly it was shown that contextual boundaries were not restricted to a leadership environment as stated in the literature, but also existed in the entrepreneurial business context. The study of Entrepreneurial Leadership is in need for further development before an in-depth synthesis of the field can be established.

1.0 Introduction

The term entrepreneur derives from the French word “entreprendre” which means “to undertake” (Burch, 1986). In this sense, entrepreneurs are the ones who undertake a new business ventures to generate value (Hisrich, Peters, & Shepherd, 2005). They are often compared to Olympic athletes challenging themselves to break new barriers; to long distance runners dealing with pain and agony; to symphony orchestra conductors who balance different skills, sounds and people; or to top-gun pilots who dare to push the envelope of speed (Kuratko & Hodgetts, 2004).

Due to their initiative and motivation entrepreneurs sit at the apex of the hierarchy were they determine the behaviour of a firm and thereby bear the heavy responsibility for the vitality of that firm (Baumol, 1968). However it is more than just mere creation and imagination that has spurred the increasing trend towards entrepreneurial endeavours. Since 1980, the *Fortune 500* companies have lost more than 5 million jobs, but more than 34 million new jobs have been created (Reynolds, 1999). The ability of an entrepreneur to initiate and constitute change in the existing constraints of business and society has played a crucial part in economic development (Hisrich et al., 2005).

1.1 Entrepreneurship in academia

The popularity of entrepreneurs is on the rise, and this has created a surge of research in academic literature. Top tier publishers including the *Academy of Management Journal* have recognised an increase in the number of articles being published (Ireland, Reutzell, & Webb, 2005). However, entrepreneurship is a relatively young field with a need for further research and development (Cooper, 2003). Considering this, researchers are entering into fairly uncharted waters which may give rise to many problems.

Entrepreneurship researchers can sometimes be likened to being “lost at sea”. A phrase that is commonly used to describe confusion, lack of direction and bewilderment with no reference point or path. This may seem like a pessimistic outlook; however researchers may have contributed more to the confusion, rather than converging on a unified theory of entrepreneurship. Observers from more mature fields of study may notice the inconsistencies in defining and categorising entrepreneurship, which some believe is suffering from “growing pains” (Cogliser & Brigham, 2004). The reason that such pains and fragmentation are problematic is because they leave the field with many gaps and unresolved issues and consequently a lot of research into entrepreneurship is focused on addressing these problems.

Despite the progress made in the field, the lack of agreement regarding the definition of entrepreneurship as a construct (Gartner, 1990) opens the field to scrutiny. Due to such ambiguity, other disciplines which have purloined and adopted entrepreneurial qualities to be like their own. One such example is the study of leadership and relevant literatures. Leadership is often associated with the entrepreneur as being apart of the formula for success (Lloyd, George, & Ayman, 2005). While there have been many attempts to classify entrepreneurship as a sub-class of leadership, this research project will evaluate leadership as a function of entrepreneurship.

1.2 Motivation for Research

A part of undertaking this research project, there are two driving forces which ignited my ambition to explore Entrepreneurial Leadership as a construct. These driving forces are: (1) to challenge the managerial assumptions of leaders in the business world (2) the underdog mentality.

Challenging managerial assumptions

Entrepreneurs as individuals are viewed as heroes and role models. Many business managers believe that entrepreneurial qualities of creativity, innovation, risk taking and independent thinking are all qualities their employees should possess. However the nature/nurture debate confines managers to believe that people are “born” with entrepreneurial qualities. In contrast, I believe that entrepreneurs and their abilities can be nurtured from family, friends, community and past experiences. These all affect the way individuals perceive the world and in part entrepreneurs are a product of society’s needs and wants. Therefore the entrepreneur’s popularity comes from societies needs, yet for the most part of managerial history being a leader or having leadership qualities were “fashionable”. Modern trends suggest that entrepreneurs are the “new” leader. Therefore by completing this research it is hoped to challenge the popularity of leadership and consider the possible advantages of being an entrepreneur. In turn, this will help the business world to create, nurture and support the Entrepreneurial Leaders of the future.

The underdog mentality

The unique qualities and beliefs that stem from being apart of the Australian society meant that certain attitudes and behaviours are admired. One such attitude is the *underdog* mentality. The underdog is an individual or team who is expected to lose in a contest or challenge. However the triumph of that person/team not only brings joy to many, but rings true to Australian society. The entrepreneur in a sense is considered an underdog. He/she is up against multinational corporations and when they have the ability to succeed against all odds, their success brings applause from around the world. Growing up in Australia, the researcher is not only interested in how they succeed but why they succeed.

1.3 Outline of Thesis

In order to understand how Entrepreneurial Leadership was explored in this project, a brief outline is provided below.

Chapter 2 is a literature review of the studies relevant to the topic. In this chapter a hypothetical case study is used to illustrate the current trends and emerging themes. In addition, the hypothetical case helps the reader understand the relevance of such large amounts of literature. The first part of call would be to address the entrepreneurship literature and the ways in which it has explored the process of being an entrepreneur. Secondly the leadership literature will be discussed in hope of providing clarity in understanding what similarities exist between the entrepreneur and leader. The researcher will provide a synthesis of Entrepreneurial Leadership and in turn proposed three emerging themes to which the research will explore.

Chapter 3 displays the methodology and discusses why qualitative research was used. Case study research will be argued in regards to the appropriateness and relevance to Entrepreneurial Leadership before the four components of data analysis will be investigated.

Chapter 4 outlines the cases studies of Aqua, Wheeler and Batter. It will provide details of the individual's sporting success, entrepreneurial success and their transition from one role to the other.

Chapter 5 will then look at the results and findings of the data analysis. This will be organized under the three emerging themes proposed in Chapter 2. They include individual influence, carrying out a vision and contextual boundaries. An outline of the theoretical and managerial implications will be provided.

Chapter 6 will discuss the limitations of the research which include components of the literature review, methodology and case selection. The chapter will then discuss the

areas of future research before providing a comprehensive conclusion of the research project.

1.4 Contributions sought

This research project seeks to affirm a number of concepts: (1) to highlight the theoretical gaps in the field of Entrepreneurial Leadership (2) to identify and address the emerging themes in the literatures (3) to provide both theoretical and managerial contributions to help academics and employers identify the qualities of an Entrepreneurial Leader.

1.5 Conclusion

In conclusion, this chapter has discussed the growing popularity in entrepreneurship research and its influence on academia. The research has outlined the motivations for undertaking this project in order to understand the expected contributions. A brief outline of the chapters is provided to bring clarity and understanding. The next area of interest would be in-depth analysis of the entrepreneurship literature to try and understand why leadership is considered a function of entrepreneurship. Chapter 2 will begin by reviewing the current assumptions, issues and trends in the field of entrepreneurship.

2.0 Literature Review

Entrepreneurial activity is recognised as a driver of wealth creation as it leverages “innovation” and breaks the “dominant logic” of competition within an industry (Prahalad & Richard, 1986). As a driver of change and creativity, the entrepreneur is often a natural-born leader and indeed entrepreneurship is directly linked with the fundamentals of leadership (Schumpeter, 1949). Unfortunately there is a lack of continuity and depth when examining the entrepreneur as a leader: many prominent authors have directly and indirectly referred to such themes, however most still view the entrepreneur as a risk taker who seize opportunities and breaks the mould through innovation and creativity (Covin & Slevin, 1989).

In contrast, the leadership literature has a wide and deep analysis of leaders and their role in an organisational context. Studies range from psychology to organisational behaviour with an emphasis on differentiating the leader from a manager (Kotter, 2001). Leaders can empower others, cope with change, manage complexity, plan for the unexpected (Kotter, 2001) and/or possess idealised influence over followers (Bass & Avolio, 1993).

Identifying the contextual overlaps where the literature of entrepreneurship and leadership correlate is a challenge. It is proposed that by studying sports leaders who have ‘migrated’ into a business leadership role, and in that manner have become a bridge between leadership and entrepreneurship, will generate an interesting and appropriate context for study. This chapter will highlight the divergent literature, and explore the significance of context on our understanding of leadership.

This chapter is organised as follows; a hypothetical case of a sports leader moving into a business environment will be introduced. This hypothetical case is used to explore the Entrepreneurial Leadership literature and help the reader comprehend the rationale of

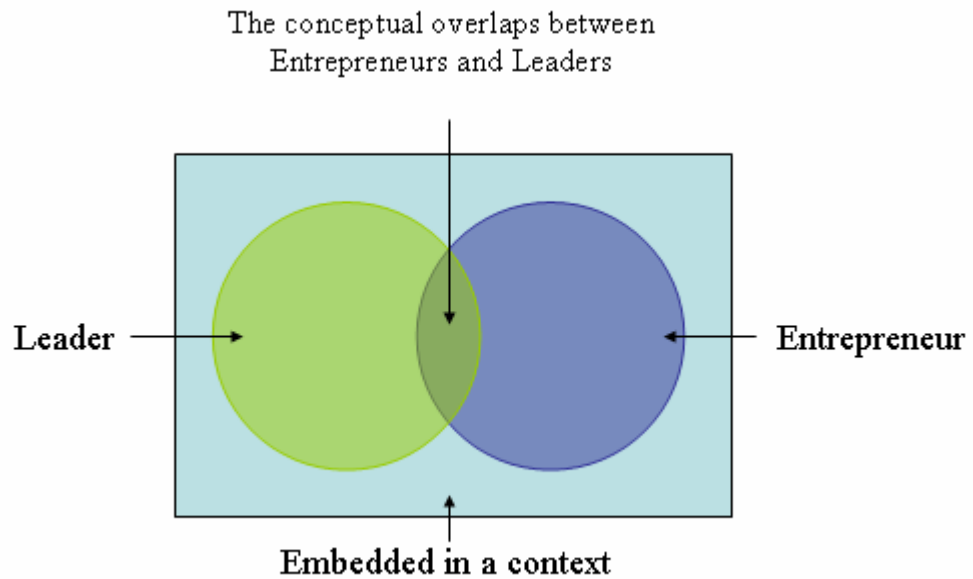
this chapter. Recognising the gaps in the entrepreneurship studies, the chapter turns to the field of leadership research to identify a more coherent analysis of what such a role would entail. Lastly, this review will attempt to provide a synthesis of both fields, while trying to understand the role of context in such an analysis. The chapter proposes sports leaders who are also recognised entrepreneurs as a means of studying the alternating roles, which is proposed as the starting point for further theoretical development and future research.

2.1 The Hypothetical Case – the Sports Leader who Moves into Business

The following section proposes a hypothetical example that will be utilised in the research to spot the gaps in the current literature. The example is proposed in order to clarify and highlight the potential role of context. In addition the case will guide the reader through a labyrinth of literature towards an understanding of this research. The scenario is introduced in Figure 1: in this hypothetical case, a sports leader moves into the role of a business-leader context. Researchers can consider the person from a number of perspectives: the perception of the individual's role as sporting leader and the perception of their role as a business entrepreneur. In effect, the role of the leader as well as the role of the entrepreneur within the same individual can be studied in order to assess the gaps in the research.

The sports leader is an appropriate example as many sports leaders are considered to have similar qualities as that of a leader. The 2007 Wharton Economic Summit as well as Harvard Business review (Wellner, 2007) propose that the skills and characteristics taught in individual and team sport can be applied to the business world. This transition in roles will illustrate the research gap that this project attempts to address.

Figure 1 - Context and its Impact on Leadership/Entrepreneurship



Throughout the literature review, this hypothetical case will be utilised to highlight the significance of context in practice, and the holes in the literature. Though recognised as an unusual approach for a research project, the hypothetical case does provide a useful mechanism to develop insights in the literature review.

2.2 Entrepreneurial Leadership

The term “entrepreneur” can be traced back to J.B Say and the Cantillon era. The entrepreneur was originally conceived as a person who shifts economic resources out of an area of lower productivity into an area of higher productivity and greater yield (Drucker, 1985). Since Say’s work in the 1800’s, there have been many attempts by authors to classify the term more precisely. Schumpeter (1949), Kirzner (1985), Casson (1982) and Fraser (1937) have all explored the entrepreneur in terms of functionalist and indicative perspectives. The challenge for researchers remains the management and combination of the many divergent streams of literature. Hébert and Link (1988) identify and categorise twelve distinct themes concerning the entrepreneur within

economic literature and one of those roles involves the *entrepreneur as an industrial leader*. This research is focused on such a role, examining the entrepreneur as a leader.

The chapter now reviews the extant fields of research that have explored the entrepreneur as leader, and will include the perspectives of Economics, Sociology, Management and Anthropology. Table 1 below summarise the entrepreneurship literature to be explored in this section.

Table 1 - Entrepreneurship Literature

	<i>Perspective</i>	<i>Domain</i>	<i>Theories</i>
<i>Economics</i>	Conflict between entrepreneurial and non-entrepreneurial activates	The individual as a heroic entrepreneur in social context	Discovering opportunities require new information, innovation and creating a disequilibrium
<i>Sociology</i>	Organisations are rational entities in understanding bureaucracy and social order	The individual posses a type of authority	Entrepreneurs are a source of formal authority in an organisation
<i>Management</i>	Pragmatic solutions for creating entrepreneurial qualities	The company in a leadership position	Business strategy that aims to achieve leadership will be entrepreneurial
<i>Anthropology</i>	Entrepreneurs as a function of an organisation	Individual connected to profit and uncertainty	Entrepreneurs as an successful individual

2.2.1 The Field of Economics

Throughout history, the entrepreneur has worn many faces and played many roles (Hébert et al., 1988). An important and prominent author in the economic outlook of entrepreneurship is Schumpeter. As much as Schumpeter was an economist and forefather of entrepreneurship studies his definition of an entrepreneur was analogous with that of a leader. In Grebel's (2004) review, Schumpeter's entrepreneur was

perceived as an innovator and a leader. Entrepreneurship essentially consists of doing things that are not generally done in ordinary business routine; it is essentially a phenomenon that comes under the wider aspect of leadership (Schumpeter, 1949).

The association of leadership is evident to Schumpeter, yet he also lends himself to a number of misunderstandings as leadership itself is very complex in nature. Schumpeter attempts to overcome some of the complexity by limiting the leadership specifically to that of social leadership, focussing on the entrepreneur's relationship to capitalism and the entrepreneurial function (Arena & Dangel-Hagnauer, 2002). In effect, entrepreneurs are seen as the economic leaders of the market economy (Arena et al., 2002).

The embedded role of social context can be understood in the following terms: (i) Schumpeter argue that people are always divided into two categories: leaders and followers (Arena et al., 2002). This is not to suggest that leaders are superior, rather they have an instinctive urge for domination that involves creativity to permanently change the sphere in which they appear (Schumpeter, 1919), (ii) social class is considered as a way of specifying specific social functions (Arena et al., 2002). Leaders – and entrepreneurs – do not form social classes (Schumpeter, 1934) and although they may exert influence through their role, they merely contribute to the evolution of social structure by using it for specific purposes (Schumpeter, 1934), and (iii) leadership is seen as a special function that arises only once new possibilities/opportunities present themselves.

These three points characterise leadership in terms of a *function*, as well as in terms of *conduct* or behaviour which constitutes the leader type (Schumpeter, 1934). Schumpeter's (1934) entrepreneur can be described as a leader in the sense that he achieves control over production, influences others and is the centre of attention (De

Vecchi, 1995). Schumpeter's leadership is economic leadership, and does not have the charm and rhetoric appeal of leadership itself (De Vecchi, 1995).

Schumpeter's work has had a tremendous impact on the field of entrepreneurship. From the discussions on entrepreneurial profit, the role of capitalism and economic rationality he brings sociology and history back into the picture (De Vecchi, 1995). Considering this, Schumpeter also refers to Max Weber's work in understanding the role of leadership in entrepreneurship studies. He uses Weber to further cement his definition of an entrepreneur in the perspective of leadership (Schumpeter, 1934). However, Hartmann (1959) argues that Weber's approach was more appropriate than Schumpeter's, when analysing the difference between the entrepreneur and the manager.

Returning to our hypothetical sports leader who is also an entrepreneur, the perspective of economics would recognise the sports leader/entrepreneur as an heroic individual with particular focus on the impacts or outcomes of the leadership 'function'. The individual will exert influence, however there is limited discussion associated with context such as fellow players or employees.

2.2.2 The Field of Sociology

Weber's political interests lead him to construct concepts such as bureaucracy and the sociology of legitimate domination (Mommsen, 1989). Weber's analysis of authority and office hierarchy is similar to Schumpeter's concept of entrepreneur as leader. Weber addresses the principle of office hierarchy and levels of graded authority with that of a firmly ordered system of super- and sub-ordination (Gerth & Mills, 1948). Considering Weber, Schumpeter views his entrepreneur as embedded in an economic social context with two categories: leaders and followers (Arena et al., 2002). While the

similarities are important Weber's bureaucracy will lead us to the more prominent issue of authority and co-ordination.

Weber explicitly singles out rational organisations in understanding bureaucracy and its relationship to other types of social order (Hartmann, 1959). More specifically the concept of legitimate authority consists of imperative control and minimal voluntary submission, and thus an interest in obedience (Henderson & Parsons, 1947). Weber asserts three types of legitimate authority: rational, traditional and charismatic (Henderson et al., 1947) each having their own feature as illustrated in Table 2.

Table 2 - Three "Pure Types" of Legitimate Authority

<i>Types of Legitimate authority</i>	<i>Definition</i>
Rational	Belief in "legality" of patterns of normative rules and the right of those elevated to authority under such rules to issue command (legal authority)
Traditional	Resting on an established belief in the sanctity of immemorial traditions and the legitimacy of status of those exercising authority under them (Traditional authority)
Charismatic	Resting on devotion to the specific and exceptional sanctity, heroism or exemplary character of an individual person, and of the normative patterns or order revealed or ordained by him (charismatic authority)

Henderson and Parsons 1947 p.328

Table 2 highlights that charismatic authority is the most appropriate form of legitimate authority for this review. However, before an argument is put forth on charismatic authority it is ideal to discuss the hierarchies of authority and how the obedience mentioned above is managed.

Entrepreneurs are considered a source of *formal* authority and claim obedience from subordinates by source of delegation (Hartmann, 1959). This can be contrasted with functional authority, usually held by managers, as this type of authority is *delegated* by their superiors (Hartmann, 1959). The functional versus formal authority distinguishes

entrepreneurs from others in the organisation, as entrepreneurs are considered the entire source of formal authority in the organisation (Hartmann, 1959).

Charismatic authority relates to the term “charisma” whereby Weber infers charisma as a quality of personality that distinguishes them from the ordinary man (Henderson et al., 1947). These qualities are not accessible to any ordinary person, but regarded as exemplary where the individual concerned is treated as a leader (Henderson et al., 1947). Even Schumpeter (1934) acknowledges that Weber’s description of a charismatic leader parallels his description of a heroic entrepreneur. The dis-equilibrating quality of Schumpeter’s entrepreneur was also explained by Weber as a way of understanding how a social system could evolve from a stable structure to other types of systems (Hébert et al., 1988).

In essence, Schumpeter’s entrepreneur is someone special who has the ability and strength to break through traditional structures and challenge the accepted way of doing things (Grebel, 2004). It is therefore, more by will than by intellect that the leaders fulfil their function, more by “authority”, “personal weight” and so forth, than by original ideas (Schumpeter, 1937 p.88). It is also evident that Schumpeter recognises Weber’s work in his analysis of Entrepreneurial Leadership; however this acknowledgement can not substitute Weber’s thick description of the issues. Carlin (1956) points out that Schumpeter’s entrepreneur can be considered a subtype of Weber’s more general charismatic leader (Hartmann, 1959). However Schumpeterian entrepreneurs can fall pray to routinization, which Weber describes as the transformation of charisma into a permanent routine structure bounded by traditional and bureaucratic authority (Henderson et al., 1947).

Although Weber may have invoked a more ‘wholesome’ approach to Entrepreneurial Leadership than Schumpeter, it has guided other schools of thought to continue their

examination of this complex and perplexing term. Both Sociological and Economic perspectives seem to co-exist in terms of having similarities and differences. Both perspectives are grounded in theoretical and idealistic approaches to entrepreneurship. Both approaches lack a pragmatic and practical approach towards the links between entrepreneurs and leaders. The field of Management will hopefully provide a different outlook to further enhance the understanding of an entrepreneur, especially with more practicality.

Returning to our hypothetical sports leader who is also an entrepreneur, the sociological literature would recognise that a sports leader/entrepreneur is an individual who *imposes* their character/ability on their team or employees. There would be limited examination of context and how the team/employees engage with the leader.

2.2.3 The Field of Management

Management literature tends to focus its direction towards more pragmatic solutions over entrepreneurial qualities for established and new firms. Journals such as Harvard Business Review tend to acquaint entrepreneurial success with construction of Innovation and/or realisation of opportunities (Garvin & Levesque, 2006)

“Innovation is a specific function of entrepreneurship... it is the means by which the entrepreneur either creates new wealth-producing resources or endows existing resources” (Drucker, 1985 p.95). Drucker’s outlook on entrepreneurial strategy links his work with that of leadership studies. Drucker (1985) proposes four main categories of entrepreneurial strategies: (i) Being “Fustest with the Mostest”, (ii) “Hitting Them Where they Ain’t”, (iii) Finding and occupying a specialised “ecological niche”, and (iv) Changing the economic characteristics of a product, market or industry. These four activities are not mutually exclusive (Drucker, 1985).

The term “Fustest with the Mostest” refers to a business strategy that aims to achieve leadership, and may involve being the dominant player of a new market or industry (Drucker, 1985). Cases such as DuPont, 3M, Hoffman-LaRoche and Apple computers are proposed to illustrate the difference between big business and dominant business. Although these companies are well known and large, it is not the aim of “Fustest with the Mostest” to make a company big, rather is a highly ambitious aim of creating something truly new and truly different (Drucker, 1985). It is the continuing effort of retaining a leadership position that differentiates this entrepreneurial strategy from other forms of strategic objectives (Rock, 1987).

Drucker had a tendency to intertwine concepts such as entrepreneur, innovation and leadership (Drucker, 1969). However there are similarities between Schumpeter, Weber and Drucker’s outlook on the leader as well as the qualities of leadership in the entrepreneurship field.

Returning to the hypothetical sports leader who is also an entrepreneur, the management literature would recognise that that sports leader/entrepreneur as an heroic individual who would inhabit two positions of leadership, one on the sports field, one in their business. The sports leader/entrepreneur has brilliant insights and ability and as such the field requires relatively little consideration of the associated team or employees.

2.2.4 The Field of Anthropology

Social anthropology involves the study of human social processes and the effects of social life on the existence of humans as well as those with which we have relations (Firth, 1963). Historically anthropologists observe process in societies of remote and unfamiliar nature (Firth, 1963). On the other hand, entrepreneurship in general, did not have an enormous following in the early days of anthropology, thus the literature is still relatively underdeveloped and at the early stages of progression (Firth, 1963). As Fraser

(1937) noted, anthropologists could interest themselves in the study of entrepreneurs by assessing the function of an *enterprise* and examining the way in which leadership embodies and reflects the organisation (Firth, 1963).

A prominent author who has examined the role of the enterprise is Fraser (1937). The entrepreneur is defined as: (a) The persons who fulfil either (or both) functions of initiator and/or uncertainty bearers; (b) The persons whose income takes the form of profit; and (c) a group of profit receivers who are connected to production (unlike speculators, merchants or traders) (Fraser, 1937).

Although the field of anthropology does not have direct associations between entrepreneurs and leadership qualities, it is evident that the field does share some overlap with other schools of thought, as evidenced in the definitions of an industrial entrepreneur (Fraser, 1937). This ‘overlap’ will be important in the following synopsis of the literature.

Returning to our hypothetical sports leader who is also an entrepreneur, the anthropology literature would be very similar to the economic perspective. It would recognise that the sports leader/entrepreneur is a leader and the perspective would therefore prioritise the significance of the individual within the organization over the context or people surrounding them.

2.2.5 What we can learn from a review of Entrepreneurship Literature

A number of themes emerge from the aforementioned fields: (i) from the economic literature, entrepreneurship is equated with leadership in a business context, (ii) from the sociology literature, entrepreneurs are seen to have a form of ‘formal authority’, which enables them to have charismatic authority (and appear as the ‘heroic’ entrepreneur), (iii) from the management literature, the entrepreneur is considered as a highly ambitious and capable ‘leader’ rather than ‘manager’, (iv) from the anthropological

perspective, the entrepreneur is considered the bearer of uncertainty and risk (which is similar to the economic perspective).

From our review of the hypothetical sports leader/entrepreneur it is clear that the entrepreneurship field of research tends to prioritise the significance and importance of the individual sports leader/entrepreneur. Context would appear to be less important for the researchers, suggesting that it would not matter whether the sports leader/entrepreneur was on the field or in business, they would remain the heroic leader.

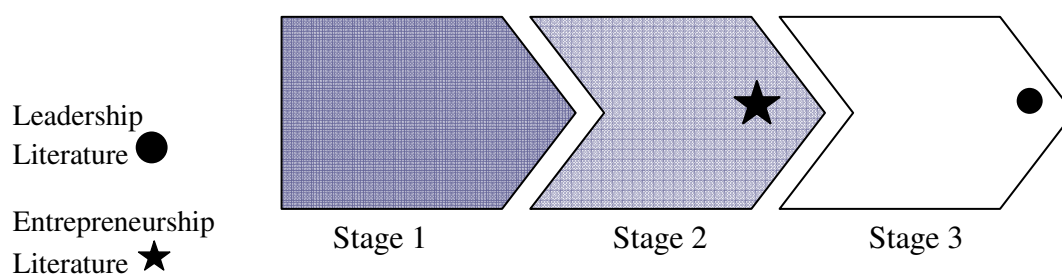
The entrepreneurship literatures examining leadership is evident, however instead of being at the forefront of discussion it tends to lie as a backdrop for other fields. Furthermore, the question of 'leadership' is not particularly well examined (aside perhaps in the sociology field). If entrepreneurship equates to being a leader in business, it is also possible to draw on the copious leadership literature to support entrepreneurship research.

It has been argued that the leadership literature is more 'advanced' than the entrepreneurship literature (Cogliser et al., 2004). The 'typical' evolution of constructs can highlight relative sophistication of entrepreneurship and leadership theory, with that evolution coming in 3 stages: (1) Concept introduction/elaboration (2) Concept evaluation/augmentation (3) Concept consolidation/ accommodation (Reicher & Schneider, 1990). The three stages are displayed in Appendix 1 as three different points of development. Looking closer at this Appendix, Cogliser and Brigham (2004) show that each stage of development has three main questions for the role of an entrepreneur or leader. These three questions are: (i) what is an entrepreneur/leader? (ii) what does the entrepreneur/leader do? (iii) In what context does the entrepreneur/leader operate? Each of these questions divides the current literature into three main themes of looking at two fields of literature. Looking closely at each table in of the

entrepreneurship literature in Appendix 1, the widely referenced stage 1 of introduction and elaboration is contrasted with the modestly described research in stage 3.

In addition, Cogliser and Brigham (2004) then propose that leadership research has progressed to stage 3 of consolidation and accommodation; however entrepreneurship research is currently focused in stage 2, with only emerging articles in stage 3. This is further illustrated in Figure 2 which shows that compared to leadership; entrepreneurship literature is at a later stage. Their argument is based on the historical comparison outlining the evolution of theoretical development in both fields (i.e. Appendix 1).

Figure 2 - Lifecycle of Entrepreneurship and Leadership Literature



There remains a number of links between the existing research in leadership and the direction that entrepreneurship research has yet to progress. Through analysis of leadership literature development it is possible to avoid some of the mistakes that have already been made by leadership researchers (Cogliser et al., 2004). Even though the life cycles of both fields are not isomorphic, Cogliser and Brigham (2004) believe that there are many parallels between them and their experiences are comparable. An integration of entrepreneurship and leadership has much promise for the entrepreneurship field (Cogliser et al., 2004). Therefore in order to explore the expected development, the chapter will now analyse the leadership literature in hope of finding a better insight into the new paradigm of Entrepreneurial Leadership.

2.3 Leadership Literature

Leadership literature is currently perceived as a more mature field than entrepreneurship (Cogliser et al., 2004). The chapter now reviews the leadership literature in order to gain wider knowledge and a better understanding of other frameworks of analysis. The hypothetical case (Section 2.1) will also be used here to link the analysis of Entrepreneurial Leadership (Section 2.2) with the leadership analysis in this section. The hypothetical case will provide a framework for understanding both fields and bring a clear evaluation at the end of this chapter.

A prominent author of leadership research, Robert Stogdill (1948) attempted to list all the traits responsible for a successful leader and by 1974 his book *Handbook of Leadership* concluded that there were 100 different traits (Czarniawska-Joerges & Wolff, 1991; Stogdill, 1948). From Stogdill's days to the current times there has been a problematic progression toward maturity (Cogliser et al., 2004). The field has seen many attempts to classify and understand the term within many different theoretical frameworks. These include trait theories, behavioural, contingency and implicit theories of attribution and charismatic leadership (Gartner, Bird, & Starr, 1992). There is currently an abundance of literature trying to differentiate the role of a manager and a leader, from the qualities that they possess and their conceptions of work (Zaleznik, 2004). The literature is reviewed by the following themes: (i) leaders as initiators of change, (ii) the relationship between leaders and followers, (iii) the creative and effective leader, and (iv) informal leadership. Table 3 summarises the leadership literature to be explored in this section.

Table 3 - Leadership Literature

	<i>Perspective</i>	<i>Domain</i>	<i>Theories</i>
<i>Leaders, Manager and change</i>	Manager Vs Leader's activities for success	Changing thoughts and actions of others to achieve leadership	A leader effectively manages the business and people priorities to stabilise the organisation
<i>Leader-Member Exchange</i>	Leadership outcomes vary depending on the leadership style	Two-tier measure of relationship between leader and follower	LMX positively correlated towards performance and delegation
<i>Creative Leader</i>	Behavioural, trait and attributes based perspective	Effective leadership has creative skills, innovation, planning and influence	An effective leader is dependent on the leader's ability to solve social complex problems
<i>Informal/ Peer Leader</i>	Leadership outside the organisational context	Role differentiation, Individual's position on team, interaction with others and behavioural context	Informal leaders are viewed as peer leaders can influence others and improve performance

2.3.1 Leaders, Managers and Change

As with entrepreneurship literature, the field differentiates leaders from managers (Kotter, 1995; Zaleznik, 2004). Each field have their own functions and characteristics which are necessary for the business environment (Kotter, 2001). What differentiates leadership from management is their function and decisions towards change (Kotter, 2001). Kotter (2001) refers to three different approaches to the same task: (i) Setting Direction vs. Planning and Budgeting, (ii) Aligning people vs. organising and staffing, and (iii) Motivating People vs. Controlling and Problem Solving.

These three approaches differentiate a leader and a manager's role in dealing with change. However it is not only Kotter (2001) who believes that the differences between leadership and management are defined within their conceptions of work and goals,

Zaleznik (2004) also argued that leadership inevitably requires the power to influence the thoughts and actions of other people.

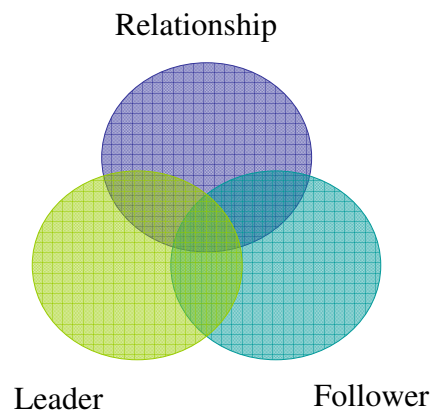
The three main characteristics mentioned above are all grounded towards the concept of change. A leader is seen to balance business and people priorities in order to stabilise organisational culture and trust (Bunker & Wakefield, 2006). In particular, trust is considered the centre of loyalty, productiveness and an enthusiastic workforce (Bunker et al., 2006). Leadership is also largely about managing the paradox and making sense of competing views.

Returning to the hypothetical sports leader who is also an entrepreneur, within the leadership literature, the perspective of leaders' managers and change would recognise that if the sports leader/entrepreneur is to be successful he or she will require people to recognise them as leaders. Thus the perspective will require researchers to examine how others are influenced by the sports leader/entrepreneur.

2.3.2 The Relationship between Leaders and Followers

One aspect of leadership theory that is prevalent in the field is the dynamic relationship between leaders and their followers. Leader-member exchange (LMX) theory has been developed and expanded to include the classification of leadership beyond the role of a leader. The domain to which leadership should be examined includes other levels is illustrated in Figure 3.

Figure 3 - Domains of Leadership



Graen and Uhl-Bien 1995

The three different domains of leadership are important in analysing the role of leadership in an organized behavioural setting. The Leader-based domain is primarily focused on traits, behaviours, attitudes, perceptions, expectations and so forth that determine the effectiveness of certain leadership styles (Graen & Uhl-Bien, 1995). Follower-based perspective would also examine similar characteristics as mentioned for the leader-domain, but with respect to followers and followership outcomes (Graen et al., 1995). Relationship-based perspective focuses on the characteristics of dyadic relationships (e.g. trust, respect, mutual obligation), evaluating reciprocal influence between leaders and followers and how these relationships are correlated with outcome variables (Graen et al., 1995).

The LMX development theory essentially uncovers the supervisor-subordinate working relationship (Bauer & Green, 1996). Longitudinal studies like that of Bauer and Green (1996) have found that LMX positively correlate towards performance and delegation. However LMX theory relies on two measures of success and issues such as liking, expectations and context (Bauer et al., 1996).

Returning to our hypothetical sports leader who is also an entrepreneur, within the leadership literature, the LMX perspective would recognise that the sports leader/entrepreneur needs to maintain a relationship with their followers. Thus, the perspective recognises the significance of context, i.e. whether the person is playing sport or running a business.

2.3.3 The Creative & Effective Leader

Mumford researched the role of context in examining effective leadership qualities. Effective leadership is seen as being contingent on the nature of situational influences and it becomes difficult to specify the principles an individual could employ to become effective leaders (Mumford, 1986). However, Mumford, Zaccaro et al (2000b) describes effective leadership as behaviour fundamentally dependent upon the leader's ability to solve the complex social problems that arise in an organisation. Leaders must not only exercise influence, they must also decide when, where, and how influence will be used to attain social goals (Mumford et al., 2000b).

The concepts of creativity and leadership are especially important for Mumford's (1991) account of effective leadership. The idea is that creative capacity maybe related to leader performance which would link the role of a creator and the role of a leader. Leaders and creators themselves are similar with respect to production processes, but not in the locus and style of their productive activities (Mumford et al., 1991). Organisational leadership often calls for innovative problem solving; however the ill-defined measures of leadership suggests that problem construction and solution might not yield effective solutions (Mumford et al., 1991).

Another study, for which Mumford was a contributor, found that planning skills affected leader emergence, performance and behaviour (Marta, Leritz, & Mumford, 2005). Effectiveness of behaviour is contingent on other attributes of the leader (Marta

et al., 2005). More specifically cognitive skills were likely to impact leader performance; however of all the behaviours and capabilities, planning skills appeared to be specifically important (Marta et al., 2005). Mumford also found that creative skills were equally important when faced with complex, difficult and unexpected situations (Marta et al., 2005). Mumford's work provided a valuable insight into the role of creativity, planning and influence on social leadership problems.

Returning to the hypothetical sports leader who is also an entrepreneur, within the leadership literature, the effective leader perspective would recognise that a sports leader/entrepreneur will solve complex social problems. Thus whether they are playing sport or running a business, they will be required to demonstrate the ability to solve complex social problems.

2.3.4 Informal Members and Peer Leadership

Although there has been discussion concerning leader and member relationships (in LMX theory) there are other set of issues that are considered relevant to the leadership field. It is the emergence of informal leaders in a system of formal leaders that is of most interest to entrepreneurship studies. The majority of leadership research has focused on exploring the behaviour of designated, formal leaders or the process by which leaders emerge in initially leaderless groups (Wheelan & Johnston, 1996). Informal leadership is an essential part of understanding how leadership operates outside the organisational context. In general the analysis in this review has focused on leadership within an organisational behaviour context.

In terms of peer leadership and non-organisation focused leadership, most scholars have focused their attention on leadership in sport through effective coaching mechanisms and dimensions of power (Laios, Theodorakis, & Gargalianos, 2003). Very few studies have examined the concept of players leading other players, or peer leadership itself

(Todd & Kent, 2004). However the studies that have looked at peer leadership have adopted concepts, which are seen as vital in the development of leadership.

Peer leadership applies to multiple domains; the individual's position on a team and interaction is considered one of the determining factors toward leadership within peers (Todd et al., 2004). Grusky (1963) hypothesised that central positions on a team are associated with dependent, highly interacting tasks and that these individuals were more likely to achieve higher leadership and status than players of less central positions (Todd et al., 2004). Although position orientated studies are important, they have also highlighted a need for a broader analysis of peer leadership.

Role differentiation theories have also achieved some attention in peer leadership literature. Bales (1950) separated leaders into two categories: (1) leaders of instrumental orientation (task-based), and (2) those with expressive orientation (morale and relationship-based) (Todd et al., 2004). Both these roles have many differences and similarities, although in some aspects they can be considered as mutually exclusive. Todd and Kent (2004) found that group members scoring the highest on contributing ideas (instrumental leaders) were not the same person chosen as the best liked (expressive leader). There is a tendency for these roles to diverge which became apparent throughout the studies (Todd et al., 2004).

In the realm of sport, role differentiation has been addressed in many studies including Rees and Segal's (1984) study of football players. This study further supports the expressive and instrumental leadership role while integrating the "Great Man" theory of leadership to observe the degree of role integration in group members (Rees et al., 1984).

Not only is the sporting context important for understanding leadership outside the organisational arena, Loughead, Hardy et al's (2005) study looks at the nature of athlete

leadership and the role of formal as well as informal leaders. The study makes a distinction between two types of athlete leadership: Team and Peer leaders (Loughead, Hardy, & Eys, 2006). In addition, the study examined the characteristics of team and peer leaders through the three leadership functions of task, social and external (as reviewed in Table 4).

Table 4 - Behavioural Characteristics of Task, Social and External Leaders

Task leaders	Social Leaders	External Leaders
Helps focus the team on its goals	Contributes to harmony within the team	Promotes the team well within the community
Helps clarify responsibilities for team mates	Ensures team mates are involved and included in team events	Represents the team's interests in meeting with coaching staff or organisers
Assist in decision making	Helps solve interpersonal conflicts that may arise within the team	Attempts to secure necessary or desired resources, support and recognition for the team
Offers instruction to team mates when required	Offers support and is trusted by team mates	Buffers team members from outside distractions

Loughead et. al 2006

The results found that both team captains and other team mates were sources of leadership. Informal leaders were likely to be viewed as peer leaders and can significantly influence group activities and create better performance (Loughead et al., 2006). There is limited empirical examination of why peer leaders act as substitutes for formal leadership (Wheelan et al., 1996). However this highlights the existence of multiple and varying sources of leadership (Loughead et al., 2005). Although the Loughead and Hardy's (2006) study concluded 2/3 athletes perceived their captains and team mates as peer leaders, they also concluded that an increased number of peer leaders can negatively affect cohesion by complicating the lines of communication.

Although informal members and peer leaders seem to be the most appropriate means of understanding leadership in context, it is evident that the trend in leadership literature is

towards a different path (Cogliser et al., 2004). Leadership entails a broader aspect of issues, examples and depth of interpretation, which includes strategy (Porter, 2006), goals, traits and behaviours (Stogdill, 1948), as well as organisational culture and performance (Garland & Barry, 1990).

Returning to our hypothetical sports leader who is also an entrepreneur, within the leadership literature, the informal peer leadership perspective would recognise that the sports leader/entrepreneur is embedded in peers and followers. Thus, without context i.e. team or employees, there can be no leadership found (Chen, 2007).

2.3.5 What we can learn from a review of Leadership Literature

From the above review of leadership literature, it can be seen that the leadership literature is also fragmented and eclectic. The literature concentrates specifically on differentiating leaders from managers. From the themed review, it is clear that a researcher utilising the leadership literature to augment the entrepreneurship literature should consider the following: (i) leaders are the centre of change and dynamism in an organization, (ii) leaders manage their relationships with followers through a number of styles, (iii) effective leadership involves creativity, and (iv) effective leadership does not always involve delegated positions of authority. It also appears that the intertwining of the two bodies of literatures would benefit both fields.

2.4 Combining Leadership and Entrepreneurship Fields

In review; Table 5 summarises and synthesises the literature presented. The arrows represent the empirical links between overlapping concepts from both fields.

Not only is the sporting context important for understanding leadership outside the organisational arena, Loughhead, Hardy et al's (2005) study looks at the nature of athlete

leadership and the role of formal as well as informal leaders. The study makes a distinction between two types of athlete leadership: Team and Peer leaders (Loughead et al., 2006). In addition, the study examined the characteristics of team and peer leaders through the three leadership functions of task, social and external (reviewed in Table 5).

Table 5 - Summary and Synthesis of the Literature

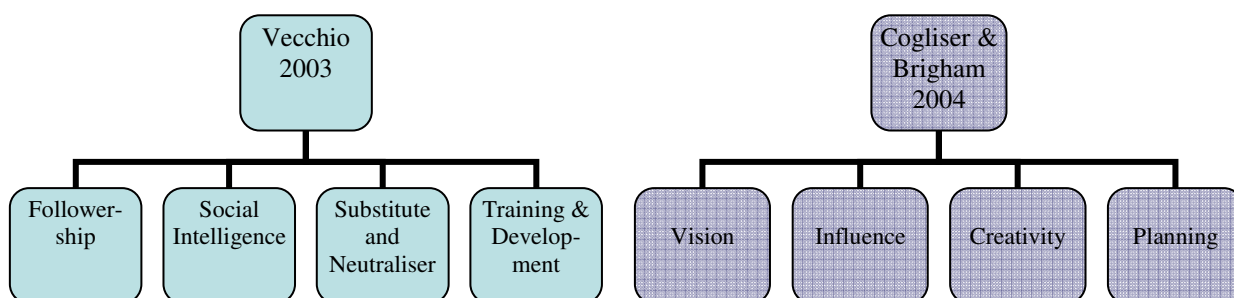
Entrepreneurship	Leadership
Schumpeter's entrepreneur as an industrial leader	Kotter differentiates the leader from a manager as a person with position of creating change.
Weber's legitimate authority as a means of showing charismatic leadership. Charismatic leadership is synonymous with Schumpeter's leader	Leader Member exchange (LMX) theory whereby the relationship between leader and follower affects performance. Can be context dependent
Drucker's "Fustest with the Mostest" as an entrepreneurial strategy to retain a leadership position	Mumford's creative leaders as an effective leader. Creative capacity dictates leader performance and success
Fraser mentions the industrial entrepreneur has overlaps with leadership qualities	Peer leadership is a form of informal leadership that can affect team performance and organisational success

Table 5 presents a rough outline of proposed similarities; however there is a lack of coherent understanding between both fields of literature. Each field has had different development paths and purposes of study as well as objective reasons for these proposed conclusions. The researchers recognise, that though useful, the above review can be augmented by the work of other academics

There are only a few papers and articles which discuss the combination of entrepreneurship and leadership studies with much of the research still empirical in nature. Vecchio (2003) is one of the few authors who have argued the need for a new direction in the Entrepreneurship Leadership research. In addition, Cogliser and Brigham (2004) argue there are four main avenues researchers can take to link entrepreneurship studies with leadership literature. Both Vecchio (2003) and Cogliser

and Brigham (2004) attempt to provide a synthesis, however both papers do not provide a comprehensive analysis to allow the researchers to merge their works. Although some constructs seem very similar (i.e. Followership and Influence) others do not have any apparent connections. Therefore an understanding of both conceptual and their overlaps are provided in Figure 4 and further analysed below.

Figure 4 - Conceptual overlaps between Entrepreneurship and Leadership



Firstly reviewing Vecchio’s diagram in Figure 4, it is observable that the concept of followership explores how leaders/entrepreneurs have the ability to inspire and motivate subordinates. This is similar to the LMX theory from the leadership literature (Graen et al., 1995), which considers the relationship between leaders and followers. The concept of social intelligence refers to the entrepreneur’s social competencies for success, which may include reading other emotions, proficiency in inducing positive reactions and effectiveness in persuasion (Vecchio, 2003). Social intelligence has not been explored in leadership literature very well. Substitutes and neutralisers are seen as the means to control the entrepreneur’s superfluous and unnecessary behaviour (Vecchio, 2003). This refers to behaviour between the entrepreneur and their ability to influence subordinates. Training and development embodies a leadership approach, and it is not common for entrepreneurs to receive training and development (Vecchio, 2003). Applying training for entrepreneurs would be an opportunity for further research.

However Cogliser and Brigham (2004) have noted similar, yet different points of intersection between the two fields. Figure 4 represents the four main conceptual intersections that Cogliser and Brigham (2004). The concept of Vision has been given attention in the entrepreneurship field as the means by which a leader's goals are communicated, implemented and carried out by followers (Cogliser et al., 2004). Vision is widely used in the entrepreneurship literature as the individual is viewed as the source of inspiration. Influence is described as the ability to influence others towards a common goal (Cogliser et al., 2004). The leadership literature predominantly talks about this in the LMX theory as a means of developing a working relationship between supervisor and subordinate (Bauer et al., 1996). Creativity is a trait often characterised by innovation and is an important factor for success (Cogliser et al., 2004). Creativity is further described in entrepreneurial management studies under the term innovation, whereas creativity for leaders is more commonly described through Mumford's (1991) thoughts on idea generation, idea structuring and idea promotion (Mumford, Dansereau, & Yammarino, 2000a). The conceptual overlap of planning is considered a part of the entrepreneurial process of strategy, juggling advantage-seeking and opportunity-seeking behaviours (Cogliser et al., 2004). Planning is not discussed very thoroughly in either entrepreneurship or leadership literature; however hints of this concept can be found in the management side of these roles. To be able to manage change, a manager needs followers and in particular needs to plan for the future strategic objectives of the company/team (Rock, 1987).

Table 6 - Further Gaps in the Fields

Leadership	Entrepreneurship
Discussion of alertness in terms of great leadership.	Planning and strategy in business venture
Leadership outside of the business context.	Authority, formal/informal influence on followers
Discussing opportunities to obtain excellent leadership	Significance of context
Risk-taking propensity	Intrapreneurship
Significance of context	

Although Vecchio (2003) has looked at possible linking qualities and Coglisier and Brigham (2004) have explored conceptual overlaps, there are other potential gaps and overlapping qualities that can be addressed. Table 6 illustrates significant gaps in the literature. The gaps will be significant in further developing the two streams towards a more comprehensive synthesis.

Turning back to Vecchio's (2003) and Coglisier and Brigham's (2004) framework of Entrepreneurial Leadership does not consider some of the gaps in Table 6. One of the most obvious and significant gaps identified in the table is the issue of context. Context has been recognised to be a significant gap in the literature (Arena et al., 2002; Mumford, 1986), and it could be expected that context will play a significant role in leadership. It is interesting that the literature concludes the importance of context, however does not link to the significant qualities mentioned in Figure 4. Considering that many authors have described the overlapping qualities of an entrepreneur and a leader, it is possible to conclude that context has been assumed to be insignificant and hence omitted from the majority of the dialogue in the field. It is surprising that neither the entrepreneurship nor leadership literature studies the significance of context, though the omission maybe due to the difficulty in studying context.

2.5 Thematic Summary

This chapter has provided a novel means of presenting sports people and entrepreneurs as leaders in reference to existing literature. The hypothetical case of a sports leader becoming an entrepreneur has indicated a number of significant issues for review: (i) entrepreneurship literature appears to prioritise the person as an heroic individual, limiting the significance of context and others, (ii) leadership literature has a relatively stronger focus on context, recognising the significance of followers and peers, (iii) synthesising the literature would appear to provide a rich opportunity for researchers to include the relative strengths of each field of research. Table 7 illustrates and summarises the main conclusions that can be made from the literature review.

Table 7 - Thematic summary of the Entrepreneurship and Leadership fields

	Individual	Follower	Context
<i>Entrepreneurship</i>			
Economics	X	X	X
Sociology	X		
Management	X		
Anthropology	X		
<i>Leadership</i>			
Leaders/Change	X	X	X
LMX theory	X	X	X
Creative Leader	X		X
Informal Leader	X	X	X
<i>Combining Entrepreneurship and Leadership</i>			
Vecchio	X	X	
Cogliser & Brigham	X	X	

In analysing Table 7, it is clear the majority of literature focuses on the importance of the individual's role in the field. However, the leadership literature is the only field

which extensively covers the follower and context constructs. From Table 7 and the review overall, there seems to be three emerging themes throughout this analysis.

Table 8 - Emerging themes in the Literature

Emerging themes in the literature	
1. Individual Influence	Successful entrepreneurs and leaders play a role in the success of both teams. Their ability to influence plays a large part in the success of both teams.
2. Carrying out Vision	Conflict in the perceived role of vision, within the individual, as the factor for successful followership and therefore fulfilling goals.
3. Context boundaries	Contextual influences are more important in a leadership role, however less significant for entrepreneurship or a synthesis of both fields.

Table 8 illustrates these themes and would be a sound platform for this research project.

In regard to the hypothetical case, the sports person is recognised as a leader on the sports field, and he/she makes a transition to being a businessperson whom is recognised as an entrepreneur in the organization, it is critical that the researcher can explore the role within the themes outlined in Table 8. Although the sports leader and the entrepreneur is the same person, with the same characteristics/behaviours, context will dictate their different behavioural characteristics. Cogliser and Brigham's (2004) synthesis is only the starting point for this research. It is proposed that the combination of literature reviewed herein, and the focus on four main themes will provide an appropriate theoretical platform for this project.

2.6 Conclusion

In conclusion, this chapter has attempted to explore Entrepreneurial Leadership through an analysis of entrepreneurship research. However there is a significant amount of emphasis placed on the individual entrepreneur. Therefore the researcher turns to the

leadership literature in hope of providing some insight into the Entrepreneurial Leadership phenomena. The field of leadership has large amounts of discussion on individuals and the significant of followers. In order to further understand the phenomena, the next step was to combine the literatures in hope of identifying the constructs of Entrepreneurial Leadership. It was found that three emerging themes are apparent in the literature. These themes will be used as the foundation for the research project and will be used to understand the issue of methodology. Chapter 3 will look at methodology and the issues for exploring the emerging themes.

3.0 Methodology

Entrepreneurship research is considered by some as an emerging field and is hindered by its lack of distinct theory, low paradigmatic development and frequent assessment of the field as an independent topic (Ireland et al., 2005). The field is constantly being criticised for using similar data collection methods (refer to Table 9) out of convenience rather than a means of superior methodology (Ireland et al., 2005). This thesis acknowledges these weaknesses however understands that choosing a methodological approach has many others issues and constraints.

Table 9 - Data collection methods employed in Entrepreneurship articles published in Academy of Management Journal

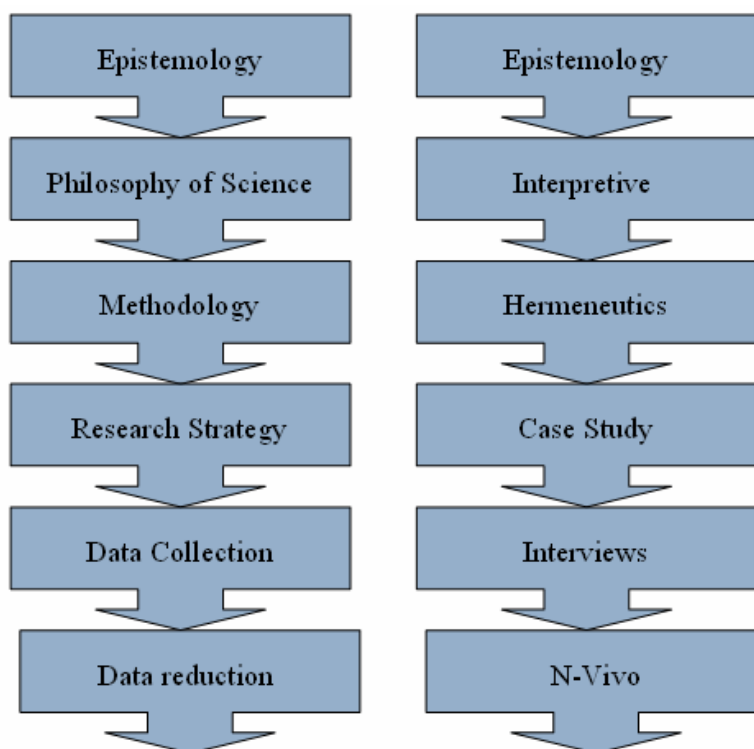
Period	Survey	Interview	Field Observation	Secondary Sources
1963-1969	3	1	0	0
1970-1975	1	2	0	0
1976-1981	1	0	0	0
1982-1987	1	1	1	2
1988-1993	2	2	0	2
1994-1999	6	4	1	6
2000-Present	10	10	1	19
Total	24	20	3	29

Ireland et al 2005

The issues concerning methodology are in part due to assumptions made about ontology and human nature (Morgan & Smircich, 1980). The continuum from the subjective and social construction approach, through to the objective and concrete reality approach (Morgan et al., 1980) should be noted when discussing methodological approaches. Authors such as Buchanan and Bryman (2007) have noted that research methods are not only influenced by aims, epistemology concerns and norms of practice, but are also shaped by ethical, political, historical, evidential and personal factors. This is particularly important when looking at case study research using qualitative data.

Qualitative research comes under the subjectivist approach and should be considered an interpretative means of demonstrating the social construction of reality. Leadership on the other hand has also undergone scrutiny with many qualitative methods of study adopting multiple case studies and cross-sectional means of inquiry (Bryman, 2004a). It is important to understand the means by which research is conducted and the following chapter will expand on the qualitative paradigm as a means of attaining a holistic understanding of methodology. The methodology will address the emerging themes illustrated in Chapter 2. Firstly, the philosophical perspective will be introduced to quantify the qualitative and interpretive point of view in order to strengthen the case study strategy and the means for data collection and analysis. It is important for researchers to understand and match philosophy, methodology and methods in order to provide a suitable means of addressing the phenomena. Figure 5 will provide a clearer view of how this research project will address the emerging themes discussed in the previous chapter.

Figure 5 - Diagram of Methodology



3.1 Philosophy of Science and Methodology

Choosing the appropriate methodology for research is the first important step in understanding the implications, limitations and focus of research in general. However understanding the philosophical aspects of research is just as vital, as it provides a means of understanding the: (1) nature of society (2) nature of science (Holden & Lynch, 2004)

The objectivist and subjectivist continuum has been the basic alignment of research in the social sciences (Holden et al., 2004). Interpretivism is generally the alternative perspective to positivist orthodoxy (Bryman, 2004b) whereby interpretations of reality as social construction form the basis of research methodology (Morgan et al., 1980). The epistemology clash between positivism and hermeneutics refers to the explanation and understanding of human nature (Bryman, 2004b).

Qualitative research commonly involves the studied use and collection of a variety of empirical materials that describe routine and problematic moments and meanings (Denzin & Lincoln, 2000 p.3). This form of research predominately emphasises the inductive approach to generating theory, places and highlights the interpretive view of the world as well as the social reality which the individual subsides (Bryman et al., 1988 p.20). However there has been academic and disciplinary resistance towards qualitative research, in particular from the positivist perspective (Denzin & Lincoln, 2000). The opposition comes from the school of quantitative thought, which regards this type of research as an assault on the “value-free objectivist sciences” (Denzin et al., 2000). It is important to understand how these approaches differ in order to gain a better understanding of the implications and relevance of qualitative research to this project.

Qualitative research has essential features that differentiate from those in quantitative research (Flick, 2005 p.4). The features of qualitative research are illustrated in Table 10 and are specific to the study of social relations.

Table 10 – Features of Qualitative research

<i>Features of Qualitative research</i>
1. Appropriateness of methods and theories
2. Perspectives of the participants their diversity
3. Reflexivity of the researcher and the research
4. Variety of approaches and methods in qualitative research

Table proposed by (Flick, 2005)

It is the study of social relations that inductively produces theory through an interpretive perspective. In order to ensure that this perspective is captured effectively, the case study research strategy will be adopted to explore the Entrepreneurial Leadership framework.

3.3 Research Strategy – Case Study

An important question to consider when conducting research is the design. Research design not only provides a framework for data collection and analysis, but it is also a means of reflecting the dimensions of research to either: (i) express empirical casual connections (ii) generalise to larger groups of individuals (iii) understand the behaviour and meaning of behaviour in a social context (iv) provide temporal appreciation of social phenomena (Bryman, 2004b). Each of these dimensions can be explored and exemplified by different research designs, one of which is the case study approach. The third dimension, whereby understanding behaviour in a social context is the main focus of this research.

The concept of a case study is not easily summarised as a single coherent form of research. Rather it is an approach to research which has been fed by many different theoretical tributaries, some deriving from social interaction and the social construction of meaning (Stark & Torrance, 2005 p.33). Case study research involves the study of an issues explored through one or more cases within a bounded system (i.e. context) (Creswell, 2007 p.73). The phenomenon that is being studied is not isolated from its context, but rather the interest is its relation to context (Hartley, 1994).

Authors such as Stake and Torrance (2005) believe that the case study is *not* a methodology but rather a choice of what is to be studied, while other authors consider case studies as a strategy for inquiry (Denzin et al., 2000), a methodology (Creswell, 2007) or a comprehensive research strategy (Yin, 2003). This particular research will focus on case studies as a research strategy; as the significance of context is deliberately part of the research design (Hartley, 1994).

Considering that context is a vital part of understanding the case study strategy, the ability to link theory with entrepreneurial phenomena creates contextual richness (Zahra, 2007) and allows for the pursuit of delicate and intricate interactions and processes (Hartley, 1994). However in order to appropriately understand the research, the following section will be divided into three main parts and queries: (1) the characteristics of case studies (2) the appropriateness of case studies (3) the relationship between case studies and Entrepreneurial Leadership. These three questions will be explored below to provide a clearer understanding of the research project.

3.3.1 Characteristics of Case studies

Case studies assume that social reality is created through social interaction, albeit situated in particular contexts, histories, and they seek to identify and describe before analysing and theorising (Stark et al., 2005). The strength of the case study strategy comes from the multiple methods by which one instance of action can be analysed to achieve a “rich description” (Geertz, 1973). However the main weakness of this type of research strategy is the inability to generalise statistically from one or a small number of cases (Stark et al., 2005).

Although case studies may begin with only rudimentary theory or primitive framework, they need to develop theoretical frameworks which will inform and enrich the data (Hartley, 1994). The strength of a case study is that it can take an example of an activity or “an instance in action” and use multiple methods and data sources to explore and interrogate it (Somekh & Lewin, 2005). The weakness is due to the inability to generalise statistically from one or a small number of cases (Somekh et al., 2005). However this weakness does not play a pivotal role in this particular research project. One aim of this project is to explore the significance of context on the overlapping qualities of an entrepreneur and a leader. The ability to generalise the findings is not a suitable process for this project. However the in-depth nature and emphasis on situation embedded processes, justify some level of causal influence (Lee, 1999).

The implication of this research design is found in the issue of depth versus coverage. The most common and preferred research method is interviews, documentary analysis and observations to identify and reflect on critical moments in the individual’s work/situation (Somekh et al., 2005).

3.3.2 Appropriateness of case studies

Using the case study approach as a research strategy is essential for understanding the role of qualitative research as representative of the specific and not society as a whole. Theoretical sampling implies that cases are selected because they are suitable for illuminating relationship and logic among constructs (Eisenhardt & Graebner, 2007), not for their ability to generalise. Case study research is most appropriately used for theory building. Theory building involves using one or more cases to create theoretical constructs, propositions or midrange theory from case-based empirical evidence (Eisenhardt, 1989).

The research for this particular thesis explores the emerging themes in both entrepreneurship and leadership fields. Therefore theory building aims to identify a research gap and propose research questions that address the gap (Eisenhardt et al., 2007). This would be an appropriate goal for the research project as using case studies can offer insight into the social processes involved in progressing from a leader to an entrepreneur.

In addition, case studies are used to deliberately cover contextual conditions, believing they might be pertinent to the phenomena that is being studied (Yin, 2003). This particular research strategy has been widely used in studies of organisational behaviour, in particular innovation and change (Hartley, 1994 p.211).

Multiple case studies are important for a cross sectional analysis of the research. They provide detailed descriptions of each case and theme. This is known as within-case analysis, and is followed by thematic analysis across the cases, called cross-case analysis. By analysing all data sets in this manner it is possible to acquire poignant

assertions and interpretations that in turn illuminate the meaning of the case (Creswell, 2007). The research project uses multiple case studies to explore the emerging themes displayed in Chapter 2. The research hopes to address all the characteristics outlined for multiple case studies.

3.3.3 Case studies and Entrepreneurial Leadership

Case studies are widely used in the social sciences, especially in the disciplines of Sociology, Industrial Relations and Anthropology (Hartley, 1994). Even though case study research is one of the most popular means of qualitative data analysis (Stake, 2000), it is important to understand how case study research is appropriate for looking at the Entrepreneurship-Leadership dichotomy. Case studies are considered a form of research that can shed light on the fine-grain detail of social processes in their appropriate context (Hartley, 1994).

In particular leadership studies have continued to emphasize the significance of case studies and their ability to capture context. Leadership is a relationship among persons embedded in social settings where qualitative research helps its exploration (Bryman, Stephens, & Campo, 1996). Case studies offer rich insights into factors that lead particular entrepreneurs to focus on creating new industries (Zahra, 2007). In addition, in multiple case study designs, contextual differences can be explored and illuminated in various leadership processes (Bryman et al., 1996). Leadership is acutely context sensitive and researchers should consider their methodology when conducting research in this manner.

Entrepreneurship studies, especially in the qualitative field, are also wary about the way context is integrated into research. Entrepreneurship faces similar hurdles, in case study

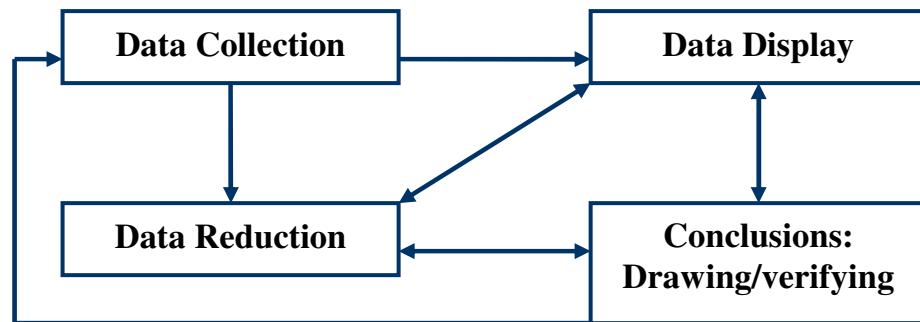
research, as the field of leadership. However the immersion of rich case data enables the use of cases as inspiration for new ideas and new conceptual frameworks (Siggelkow, 2007). Case studies can be used to understand everyday practices which would not be revealed in brief contact (Hartley, 1994). In terms of entrepreneurship, this project focuses on the conceptual overlaps in context that affect the everyday running of a business.

The conceptual overlap between entrepreneurship and leadership and the cases chosen for the project have been used as exemplifying cases, rather than the critical or revelatory case (Yin, 2003). The aim is to generate intensive examination to engage in theoretical analysis for comparative purposes (Bryman, 2004b).

3.4 Research Method

Case study research is often obliged to defend themselves against that of non-representatives (Siggelkow, 2007). Being apart of the qualitative research family, the perception of unstructured data, the capacity to deal with complexity and interpretive theory of culture (Geertz, 1973). In light of such confusion, this research will attempt to display the process of data analysis through four main components of: (1) data collection (2) data reduction (3) data display and (4) drawing/verifying conclusions from the data. This procedure is illustrated in Figure 6 and each component will be explored with reference to the three emerging themes presented in Chapter 2.

Figure 6 - Components of Data Analysis



Miles and Huberman, 1994 p.12

3.4.1 Data collection

Data collection is the process and strategy of gathering information to investigate a certain phenomena (Hosking, Newhouse, Bagniewska, & Hawkins, 1995). The first issue of designing data collection process is to decide what type of data will be collected. This decision should be made in terms of the research objective as well as regulatory approval. However there are other issues that need to be addressed including case selection and data collection design.

Case Selection

When data collection methods are appropriate for the research, the focus should then turn to case selection. Case selection involves choosing the appropriate cases to illustrate the three emerging themes outlined in Chapter 2. Considering these themes, multiple case studies will be used to capture the unbounded spectrum of Entrepreneurial Leadership. In addition multiple case studies will allow the researcher to capture the complexity that is apparent when exploring phenomena in two different contexts. To ensure the case studies chosen were appropriate for the research, selection was based on certain criteria. The criterion is displayed in Table 11.

Table 11 - Case study selection criteria

<i>Sporting Activities</i>	<i>Business Activities</i>
Team or Individual sport	Has some business ventures outside of their sporting success
Represented their state at international, national or state level	Has recently pursued a business venture by themselves or with family/friends/colleagues
Currently competing in the sport or have recently retired	
Australian citizen	

There were three cases used for the research and a more comprehensive description is provided in Chapter 4. Each of the individuals in the cases showed sporting leadership in their career, as well as entrepreneurial quests relating to business. It was important that this criterion was met so the opportunities for appropriate data collection are realised.

Data collection

Semi-structured long interview were used as apart of the data collection. The interview involved open-ended questions and generally unstructured questioning (Fontana & Frey, 2003). Semi-structured interviews generally have an over arching theme and target specific topics (Lee, 1999). Therefore it is an appropriate choice for exploring the three emerging themes outlined in Chapter 2. Due to the broad nature of those themes the researcher was able to pursue matters as they were introduced in the interview. For this research project involving three case studies, some sample questions include:

- Can you describe your role in (insert sport)?
- Can you please further describe what type of activities you were involved in?
- What prompted you to start your own business?

Each of the interviews was approximately 20-40 minutes long and was audio taped by the researcher. The interviews were used as the main source of data however

documentation including articles, press releases, website information, media articles and other secondary sources of information were used.

Apart of the data collection includes the data design which is described in Table 12. The design involves two main units of enquiry: about the individual and about the organisation.

Table 12 – Research Design vs. Data Collection

	<i>From the Individual</i>
<i>About the Individual</i>	Individual Behaviour Individual attitude Individual perceptions
<i>About the organisation</i>	How organisations work Why organisations work

In addition, this research has been approved by the Sydney University Human Resources Ethics Committee, and all data collection method has complied with the conditions and rules of the Committee. The committee reviewed the proposed research and supported the means of which data would be collected and made sure it is ethically sound. The approval came in May 2007 and all means of data collection were completed after this date. The procedures of conducting an interview were complied with, including the issuing of participant information form and signing of participant consent forms. Each participant understood the procedures required for the interview and they could withdraw from the interview at any time. All participants remained anonymous throughout the study.

3.4.2 Data Reduction

Knowing what to do with the data once a researcher has conducted their collection is a vital aspect of ensuring and understanding that the research is focused on the necessary data. Such steps help the researcher understand and manage the process of data analysis.

Data Management

Multiple case study research, especially the method of interviewing can create large amounts of data that may be not significant to the project. However at some point, sometimes referred to as the saturation point, interviewers must stop collecting data to avoid being overwhelmed (Hartley, 1994).

An important part of qualitative research is ensuring the data that is collected is well organised. For this research project, the data collection from interviews was documented in Microsoft Word using Endnote software as a tool for managing the bibliography. Interviews were digitally recorded and stored in a secure and confidential place. NVivo 7 was utilised to support and assist the management, coding and classification of interview data. All secondary sources, including press releases, media articles were stored in either Microsoft Word or as Adobe PDF files.

Data Reduction

Conducting case study research involves intricate interaction and processes however data reduction is also needed. The reduction involved coding the data using NVivo 7 software. A coding framework is illustrated in Appendix 2.

The coding was used to help verify relationships between constructs in the data, especially across the multiple cases. Each case was organised in its own file with both primary and secondary data to be coded into nodes.

3.4.3 Drawing Conclusions

Lastly the element of data analysis illustrated in Section 3.4 is the most important part of this research project. However one of the weaknesses of qualitative research is the inability to verify conclusions as data collection is embedded in the social construction of reality (Morgan et al., 1980). In order to understand the data analysis process the following section will address the two main issues: (1) Drawing conclusions (2) verifying conclusions. The discussion below will explore these points of inquiry.

Drawing Conclusions

The possible conclusions that will be drawn from this research are general in nature however will use the deductive and inductive approach. Table 13 illustrates both theories and their differences. In summary the purpose of generalising from broad to the particular (deductive) versus the concluding from the particular to broad (inductive) (Magnani, 2001). The research project will use inductive methods for drawing conclusions.

Table 13 - Drawing Conclusions

	<i>Deduction</i>	<i>Induction</i>
<i>Definition</i>	The purpose of particular instances by reference to general law	The purpose of general law from particular instances
<i>Purpose</i>	To display the consequential conclusion of general to particular.	To test themes from particular to general

Verifying Conclusions

When discussing the ability to verify conclusions the key word and interest is the ability to ensure rigor in application. Lincoln and Guba (1985) explain that because interpretive research is based on a different set of ontological and epistemological assumptions that

functionally-based research, the traditional notions of validity and reliability do not apply in the same fashion (Shah & Corley, 2006). They furnish a set of alternative criteria to which rigor in qualitative research is explored. Table 14 as illustrated by Shah and Corley (2006) illustrates the techniques that are used in qualitative research to ensure rigor and trustworthiness. This research project will attempt to recognise and follow the conditions mentioned in Table 14.

Table 14 - Techniques to ensure the trustworthiness of qualitative data

<i>Traditional criteria</i>	<i>Trustworthiness criteria</i>	<i>Methods for meeting trustworthiness</i>
Internal Validity	Credibility	Extended engagement in the field Triangulation of data types Peer debriefing Member checks
External Validity	Transferability	Detailed (thick) description of: -Concepts and categories of the grounded theory -Structures and processes related to processes revealed in data
Reliability	Dependability	Purposive and theoretical sampling Informants' confidentiality protected Inquiry audit of data collection, management and analysis processes
Objectivity	Conformability	Explicitly separation of 1 st order and 2 nd order findings Meticulous data management and findings Verbatim transcription of interviews

3.5 Conclusion

In conclusion, the methodological approach was explored by discussing the impacts of a philosophy of science on the type of research used in this project. Qualitative research paved the decision to use case studies as a research strategy. The case study argument has been put forth to help the reader understand the characteristics of case studies and why it was appropriate. The next step was to understand what type of data analysis was conducted and how conclusions will be drawn and verified. Now that a thorough

understanding of the research methodology has been laid out, the next step is to provide a description of the case studies used in the research. Chapter 4 will present a detailed description of the cases to “contextualise” the hypothetical sports leader/entrepreneur case outlined in Chapter 2, as well as clarify the research method used.

4.0 The Cases

Case studies will be used as a means of understanding the phenomena of sports leaders which enter into a business/entrepreneurial context. Three exemplary cases will be used to explore the research aims as well as provide a framework for understanding the emerging themes, as described in Chapter 2. All participants in the case study are to remain anonymous and all names used are pseudonym titles. Table 15 provides a summary of all the cases with some general facts.

Table 15 - Case Summary

	Aqua	Wheeler	Batter
<i>Sport</i>	Water polo	Paralympic Track and Road	Baseball
<i>Entrepreneur</i>	Self-Employed	Charity Foundation	Self-Employed
<i>Education</i>	Tertiary/University	Secondary	Tertiary/University
<i>Age</i>	28	34	36
<i>Sex</i>	Male	Female	Male

This chapter will be divided into three main sections, with each component providing: (i) a general description of the individual (ii) their sport leadership role (iii) their business entrepreneurial role and (iv) the transitional phase from one environment to the other.

4.1 Aqua Man

Aqua man is a 28 year old male and resides in Sydney, NSW, where he was born and educated. Aqua man has a medium build with the weight of 85 kg and height of 185cm. He attended a private boy's high school and completed a Bachelor of Science as well as a Masters in Commerce at a Sydney-based university. Throughout his formal education he continued his water polo training and progressed from amateur club level competition to first grade club level. He is currently still competing in his chosen sport

aiming to attend the 2008 Beijing Olympics. While he attends training sessions every morning and most afternoons, he is the Managing Director of a Sydney-based Insurance advisory company. With careful selection of colleagues and partners Aqua Man started his company in 2006 and has had a successful first year of business. Both his sporting and business commitments leave him little free time, however being the Managing Director of the company gives him the flexibility to juggle both sport and business commitments.

4.1.1 Aqua's Sport Leadership

Aqua has been involved in aquatics based sport from an early age. With a swimming background, he was introduced to water polo age 15 and has since excelled nationally and internationally in this sport. His playing position in the team is traditionally an important position for calling plays, making plays and putting points on the score board. His experience began at a high school level where he competed until 1998, in which he received a scholarship to play for a Sydney based university. Also in 1998, he joined the national squad and represented the nation for the following two years (1999-2000).

In 1999 he had a successful international debut in the World Junior Championships and won his first international silver medal at the FINA World Championships.

In 2002 he was selected to play at the Manchester Commonwealth Games in which the team won a silver medal. In 2002 he also received the Australian Institute of Sport Scholarship. One of the highlights for Aqua was representing the country at the Athens 2004 Olympics where the team reached the quarter final stage.

After joining the national team in 2000, he became a full time team member for Australia in 2001 and was awarded the role of Vice-Captain in 2005. The year 2006 was also a good year for Aqua, as the team received a Gold medal at the Commonwealth

Championships, cruising through the tournament undefeated. Later that year he was awarded the second highest goal scorer in the FINA World Leagues.

The year 2007 started badly with a disappointing 10th place at the FINA World Championships, but the team rebounded at the FINA World League Asia-Oceania Series. Aqua and the team were undefeated throughout the tournament.

The next goal for Aqua is to compete in the 2008 Beijing Olympics and hopefully finish the games as a podium winner. Table 16 is a summary of Aqua Man's International sporting achievements.

Table 16 - Aqua Man International Sporting Achievements

Year	Sporting Achievements
1999	FINA World Junior Championships: 2 nd
2002	Australian National League: 1 st
2003	Australian National League: 1 st FINA World Championships: 7 th World Student Games: 3 rd
2004	Olympic Games, Athens: 9 th
2005	Australian National League: 1 st
2006	Commonwealth Championships, Perth: 1 st
2007	FINA World Championships: 10 th FINA World League Super Final: 3 rd

4.1.2 Aqua's Business Entrepreneurship

Aqua Man started his own company early 2006 after previously working as a Senior Underwriter at an international insurance firm. His business venture is an insurance solutions company providing consulting and advice for their client's insurance problems. Aqua Man is the Managing Director of the company and has held this position since its foundation in early 2006. The specialised services that the company provides are to assist the client in (i) reviewing and advising personal insurance needs, (ii) arranging and renewing insurance contracts on the clients behalf, (iii) arranging premium funding if required, and (iv) lastly, assisting with insurance claims.

This business venture was an idea Aqua developed and discussed with some close confidants and later decided to fund and develop the idea further. The company is still privately owned and in the early stages of development. Considering Aqua juggles between his sport and his business, he has been able to accommodate for both career paths and balance the two.

4.1.3 Aqua Man's Crossover

Aqua Man's transition from sport to business occurred simultaneously without the loss of sporting achievement. During the transition, Aqua did not stop his commitments to sport, but rather chose which tournaments and games were most deserving of his commitment.

Aqua man had poached some colleagues at his previous workplace to work with him on the new venture. During the cross he sought financial assistance and became a member of a larger international insurance company. In addition, one of the first clients Aqua had were New South Wales Water polo, where he initiated dealings as a client. It seemed a natural progression for Aqua to search the water polo community for initial clients as he had good rapport with most of the associations. Since these early days, Aqua has started to venture out of the sporting community and in search for clients in other industries.

4.2 Wheeler

Wheeler is a 34 year old female currently residing in Sydney NSW after moving from her home town in Perth in 1997. Wheeler has a severe spinal disability called myelodysplasia which meant she underwent 21 operations before she was ten. Wheeler began swimming at an early age of three to strengthen her upper body and at 8 years old received her first wheelchair. She then began participating in wheelchair sports such as

swimming, basketball, track racing and road racing. Due to her sporting choices Wheeler has a large upper body, however further operations in her teenage years forced her to stop swimming and continue with athletics and basketball. Due to her success at the age of sixteen she devoted a lot of time to sport and became a full-time athlete at a young age.

4.2.1 Wheeler's Sports Leadership

Wheeler is described as an inspiration for all and one of the most popular athletes with a disability in Australia. She began participating in her sport at the age of ten and began swimming to strengthen her upper body, but participated in many track and field (including discus, shot put, javelin) and other sports (swimming and basketball). As a young teenager she had many achievements and competed in the National Junior Games where she won fifteen medals, including seven gold medals.

At the age of seventeen she represented Australia at the IPC World Championships (1990) where she achieved her first world record in the 100m, which further inspired her to be the best in her sport. Also in 1990, she was awarded a scholarship from the Australian Institute of Sport (AIS) and she began training with the New South Wales Institute of Sport /Sydney Academy of Sport. Wheeler competed in the 1992 Barcelona Paralympic where she won three gold (100m, 200m, 400m) and one silver (800m). In 1993 she was awarded the ABCs Junior Female Athlete of the Year Award and went on to compete in the Boston Marathon.

In the 1996 Atlanta Paralympic Games she won four gold medals in total, beating the fiercest opponents and world champions at the time.

Her next goal was the 2000 Sydney Olympics where she carried the Olympic torch and won two gold; one silver medal. The Sydney Olympics was a career highlight which

propelled her to compete in the 2004 Athens Olympic games, where she achieved a further two silver medals. Table 17 summarise Wheeler’s achievements and accolades.

Table 17 - Summary of Wheeler's Sporting Achievements

Year	Sporting Achievements	Accolades
1990	World Championships: 1 st 100m – World Record Commonwealth Game: silver 800m	AIS and NSWIS Scholarship
1992	Barcelona Paralympics: Gold x3 (100m, 200m, 400m), Silver (800m) Paralympic Marathon: 6 th	
1993	Boston Marathon: 3 rd LA Marathon: 4 th	ABCs Junior Female Athlete of the Year Award
1994	Berlin Marathon: 1 st Boston Marathon: 2 nd LA Marathon: 2 nd World Championships: 1 st 800m, 1 st 1500m, 1 st 500m	Para Olympian of the year
1995	Boston Marathon: 4 th LA Marathon: 2 nd	
1996	Atlanta Paralympics: Gold x4 (400m, 800m, 1500m, 5000m) Boston Marathon: 2 nd Paralympic Marathon: 4 th	Para Olympian of the year
1997	Berlin Marathon: 1 st Boston Marathon: 1 st LA Marathon: 1 st	Para Olympian of the year Australian Institute of Sport Athlete of the Year International Olympic Committee Trophy “Sport for all” within Australia Award presented by the International Olympic Committee (IOC)
1998	Boston Marathon: 1 st LA Marathon: 2 nd World Championships: 1 st 800m, 1 st 1500m, 1 st 500m	Para Olympian of the year Australian Institute of Sport Athlete of the Year ABIGROUP National Sports Award as apart of the Young Australian of the Year Award
1999	Boston Marathon: 1 st	
2000	Sydney Paralympics: Gold (5000m, 1500m), Silver (800m)	World Sports Person of the year with disability
2002	Manchester Commonwealth Games: 2 nd EAD 800m World Championships: 1 st 800m, 2 nd 1500m and 5000m	
2004	Athens Paralympics:	

4.2.2 Wheeler's Business Entrepreneurship

In 2000 Wheeler established a charity foundation with the help and financial assistance from the Sea Eagles Players Foundation. The Player's Foundation selects two causes every year to donate the funds raised by the team. In 2000 they decided that Wheeler would be one of the recipients of their donation.

However, Wheeler believed that she was financially secure and that the donation would be better used by helping those in the community who needed financial assistance the most.

To do this she established a Foundation to aid aspiring young athletes with disabilities, and to assist them financially to achieve their sporting goals. Sporting success can provide numerous opportunities, experiences and life long memories for athletes in general, however for junior athletes with a disability it can give them confidence and hope to achieve the goals they set in life.

The Foundation accepts nominations from the community, family and friends for potential recipients of the grant. Nominees must meet a certain criteria to receive the grant which includes a 12 month support program to accelerate their progress. Recipients can be teams or individual athletes. Table 18 illustrates the past grant recipients (the names of recipients have been omitted). Some of the grant recipients have already seen success with one particular athlete receiving two gold, two silver and two bronze medals at the 2004 Athens Paralympic Games. In addition, the recipients broke two world records in their disability division.

The Foundation is currently seeking nominations for the 2008 athlete grants. In collaboration with Wheeler and the Selection Committee winners will be announced later this year.

Table 18 - Past Grant Recipients

Individual Grants		Team Grants	
Sport	State	Sport	State
Athletics - Track and Road	NSW	Wheelchair Basketball II	WA
Athletics - Track and Road	NSW	Western Australian Junior Games Team: Various Sports	WA
Winter - Alpine Skiing	VIC/WA		
Wheelchair - Various	NSW		
Swimming	SA		
Athletics - Track CP	SA		
Athletics - Track and Road	NSW		
Tandem Cycling	WA		
Wheelchair Tennis	NSW		
Swimming	QLD		
		Product Grants	
		Sport	State
		Swimming	WA
		Swimming	VIC
		Swimming	QLD

4.2.3 Wheeler's Crossover

Wheeler's transition from the sporting arena to the Foundation has been quite smooth and considered relatively logical. Her transition has had a lot of support from the sporting community as her business venture is still close to her personal experience.

Although she did start the Foundation with seed financial assistance from the Sea Eagles club, the Foundation is a non-for-profit organisation which differs in terms of the motivation for such entrepreneurial endeavours.

Wheeler's was still competing when she founded the charity foundation and managed both responsibilities. She is now retired and is still largely involved in the Foundation.

Wheeler occupies her time as a coach for an upcoming Paralympic athlete who will be representing Australia in Beijing 2008. In addition, Wheeler is a constant guest speaker and mentor for secondary schools around Sydney.

4.3 Batter

Batter is 36 year old male who resides in Sydney NSW, the same city which he was educated and grew up. Batter started playing baseball in primary school at club level and continued his passion through high school. Baseball is not overtly popular in Australia which meant he was able to juggle university studies relatively well. Batter received scholarships from the university he was attending to further help his commitment to sport. Although now retired, standing at 185cm tall with a medium to large build, Batter now competes in the Masters Baseball events as often as possible.

4.3.1 Batter's Sport Leadership

Batter has represented Australia on the national and international level and excelled in his chosen sport of baseball. This particular ball sport has a huge following in countries such as USA and Japan. His achievements and career highlight include representing Australia in the 1996 Atlanta Olympics.

As a part of his sporting career, he represented his club at the Australian Major League Championships and the team received a gold medal for their success in 1995-1996. In addition, Batter received a scholarship from his University based club for excellence in the sport. In addition, Batter is often picked on the All Star teams as the best in his playing position in 1995-1996. Batter was also responsible for the initial implementation of the Baseball Player's Association.

In discussion for the implementation of a Player's Association, Committee members named Batter as an appropriate President candidate. While in the early days of his career working at a legal firm, Batter sort advice to implement the Player's Association, as there was much debate about the Australian Committee being unable to facilitate player success and future international opportunities. With the support of fellow players, Batter was able to canvas a proposal and forwarded this to the appropriate authorities.

4.3.2 Batter's Business Entrepreneurship

It is his business achievements while no longer being a part of his sport that makes Batter unique. Batter worked as a General Manager/National Business Development Manager of a highly popular and well-known Property Investment firm and as a General Counsel/Corporate Affairs at another known Property Investment firm. During his time, Batter worked in all departments of Property Investment including operations, approvals, sales and marketing as well as project delivery.

After this experience Batter founded his own Property Investment Firm in 2005 but began operations in 2006. The company aims to identify and develop property throughout Australia with a particular emphasis on land subdivision, medium density development, apartments and multiple use projects. Batter's company so far has had relative success with a very experienced team covering many areas of expertise in the property development process. These include expected skills in valuation, site acquisition, site assessment, town planning and development management. However due to Batter's previous experience, dealing with Government organisations and joint ventures (with other parties including landowners, developers and builders) are some of the unique offerings of Batter's company. In addition, Batter's interest lies in medium density developments as highlighted by Batter's former involvement as a member of the Urban Development Institute of Australia – Medium/High Density Committee.

4.3.3 Batter's Crossover

Of the three cases proposed in this chapter, Batter's transition from sport to business has been unique. He pursued his entrepreneurial venture after he retired from sport, choosing to keep both commitments separate. However in the early in years Batter was still juggling the commitments of sport and study. He completed a Bachelor of Economics (Social Sciences), Bachelor of Laws and Diploma of Legal Practice all at

Sydney-based universities. Therefore managing several commitments was normal for Batter, yet he did not want to pursue an entrepreneurial venture with that commitment in mind.

However since he started his business in property development Batter has been involved in many other sporting and business activities. Batter is a Director of Sydney Markets Limited and Director of Manchester Unity Australia Limited. He has many other ventures which are illustrated in Table 19 below. Recently Batter has been apart of the sporting community through the Australian University Games 2007 where he has been a board member for over 2 years. Since Batter's early involvement in the Australian Baseball Players Association during his career, he has had many opportunities to be a part of the politics and administration side of sport.

Table 19 - Batter's Accomplishments

Sport	Business
Apart of the Olympic Appeals tribunal 1996, 2000	Director of Sydney Markets Limited
Former Chairman of Australian Baseball Players Association	Director of Manchester Unity Australia Limited
Former Director, Balmain Tigers and West Tigers Rugby League Club	Advisory board of EMCORP (threat management and business continuity organisation)
Board member of the Australian University Games 2005-2007	Former member of the Urban Development Institute of Australia Medium/High Density Committee
Arbitrator at the 2000 and 2004 Olympic Appeals Tribunal	

Batter continues to blur the line between his sporting and business relationship as seen in some recent property development pursuits. In 2005, Batter's company was involved in the redevelopment of the Balmain Tigers premises at Rozelle. The development involves a master plan of mixed projects including a new club building, supermarket and fresh food area, residential apartments, extensive public car parking, fitness centre, new pedestrian bridges and an outdoor cinema.

In addition, Batter is a highly regarded mentor often being invited to guest speak for university-based events. These include university club/society nights and roles such as Senate/Sport liaison committee representative for certain university meetings.

4.4 Conclusion

The three cases of Aqua Man, Wheeler and Batter will be used as exemplary examples of Entrepreneurial Leadership. It is hoped that these cases will clarify the research project and shed light on the use of a hypothetical sports leader/entrepreneur in the earlier chapters. The cases will be used to explore the three emerging themes outlined in Chapter 2. Although the weakness of a case study research is an inability to draw conclusions (Greenhalgh, Russell, & Swinglehurst, 2005), the three cases will hopefully provide a framework for understanding data collection and analysis. The next step in the research process is to evaluate the results and findings from the data analysis. Chapter 5 will discuss the proposed findings and display them under three emerging themes.

5.0 Results and Findings

This chapter contains the results of the case studies and literature interpretations according to the data treatment outlined in Chapter 3. There are three common themes outlined in Chapter 2 (see Table 20), and these themes will be used to display and interpret the data that was collected.

Table 20 - Emerging themes in the literature

Emerging themes in the literature	
1. Individual Influence	Successful entrepreneurs and leaders play a role in the success of both teams. Their ability to influence plays a large part in the success of both teams.
2. Carrying out Vision	Conflict in the perceived role of vision, within the individual, as the factor for successful followership and therefore fulfilling goals.
3. Context boundaries	Contextual influences are more important in a leadership role, however less significant for entrepreneurship or a synthesis of both fields.

For each of the three themes various quotes will be displayed as a means demonstrating the type of data that was collected in the interviews.

It is important to note that case studies as a form of research is of an exploratory nature and therefore the findings should also be treated in this way. These findings may help identify potential problems and constructs that defy the advancement of entrepreneurship research. The results will also explore the theoretical and managerial implications of the three emerging ideals.

5.1 Individual Influence

The first theme that has emerged from the literature explored in Chapter 2 is the importance of individual influence on the entrepreneur/leader dichotomy. The majority of studies propose that an individual who plays the role of an entrepreneur can influence

the people around them to achieve certain goals. These goals and the ability to carry them out are seen as an important aspect of successful entrepreneurs/leaders.

This theme was presented in the hypothetical case as the individual's ability and power to affect their team mates on the sporting field and their colleagues in the business arena.

5.1.1 Findings – significance of Influence

Using the three cases proposed in Chapter 4, the data contradicted the idea that roles in sports leadership and business entrepreneurship are similar in their ability to influence.

The data suggests that the individuals did not consider themselves as influencing team goals in the sporting context. However in the business context, the individuals did perceive themselves as the influencing factor in ensuring goals and deadlines were met.

The difference in perception comes from two concepts: (1) the appointment of formal leadership (2) the attitude towards being a team member.

Formal Leadership

The support found for influencing factors in the sporting context was most evident in Aqua's case. It appears that formal delegation, that is the role of captain or vice-captain has a significant effect on the perceived ability to influence. Aqua denotes that his positional role as the "play maker" of the team, i.e. the person who created and helped carried out tactics, gave him the ability to influence his team mates.

In the entrepreneurial business context, participants perceived their influence to be of a greater scale due to their formal position as the Manager, Managing Director or Executive Director. In all three cases, the individual's attitude towards their business role was one of more power and therefore more influence. Although having a title is

part of the influence, it's the legitimate traditional authority possessed in these positions that allow Aqua, Wheeler and Batter to effectively influence their followers.

Team member

The results show some support for the individual's perception in regards to their role as a team member in the sporting context, and their role as a leader/entrepreneur in the business context. Some examples include Wheeler and Batter insisting they did not have any influence on the goals of the team as they perceived this to be the coach's responsibility. Aqua did not perceive his influence as a means towards common goals, but rather assuring "team harmony".

The interviewees were aware that perception of them as a leader could exist, however in all three cases, the participants insisted that they played the role of a team member in the sporting context. It was apparent that a perception of being a team member rather than a leader was more desirable.

In contrast to the sporting environment, when exploring membership of a team in a business context, the majority of participants did perceive themselves as a team member in appropriate situations, otherwise in the majority of instance they would consider themselves the "boss". The difference is the accountability of the participant's actions which alters their ability to influence. Accountability came from the "title" which officially placed them as a "leader" and not just a team member.

Additional Findings: The Sports Mediator

The data analysis suggests that participants acknowledged they did not perceive themselves as having an ability to influence, yet they did perceive themselves as a mediator between coach and players. For example, when asked whether he influenced the success of the entire sporting team, Aqua's response was:

Because my role is not formal, I don't have the power that the coach has. A couple of years ago I was at times a mediator between the coach and the captain. They didn't necessarily have a good relationship with each other let alone the rest of the team. I get the (mediator) role quiet often it usually just involves me re-iterating what the coach wants...

The data suggests that if a perception of leadership is not distinctly obvious, the participants favoured the roles of an intermediately or middle man. Participants may perceive their role of an "intermediary" as the role of a leader, because they still go above and beyond to ensure team harmony.

5.1.2 Conclusion – significance of influence

In summary, the data would indicate that influence can depend on a number of variables including the individual's perception of their own influence. This perception of influence arises from a position of leadership and sensitivity towards the individual's perceived team membership.

Throughout the three cases, the perceived ability to influence can be paralleled with the possession of a formally recognised leadership role. Table 21 illustrates results of the data analysis in relation to the first emerging theme of influence.

Table 21 – Summary of "Influence" Data analysis

<i>Individual Influence</i>	<i>Aqua</i>		<i>Wheeler</i>		<i>Batter</i>	
	<i>Sport</i>	<i>Business</i>	<i>Sport</i>	<i>Business</i>	<i>Sport</i>	<i>Business</i>
<i>Perception of Influence</i>	X	X		X		X
<i>Formal Leadership</i>	X	X		X		X
<i>Team member</i>	X	X	X	X	X	
<i>Mediator</i>	X	X			X	

Referring to Table 21, it is evident that the perception of influence increases with the appointment of an official leader position. However it must be noted that these conclusions are drawn from the researcher's interpretation of the data and should be treated as that.

5.1.3 Theoretical Implications

With reference to the data analysis in this research, there are theoretical implications for a synthesis of the entrepreneurship and leadership field. The conceptual overlap of influence, described by Cogliser and Brigham (2004) as the persuasion of others towards a common goal, may have limited application.

A synthesis of these literatures would inherently explore Weber's construct of hierarchy and authority. Although Weber's work has already been explored in Chapter 2, the results show that entrepreneurs are considered a source of formal authority, whereas others are considered forms of delegate authority (Hartmann, 1959). The support for Weber's work suggests that an entrepreneur claims authority and influences followers through their title/position. This provides difficulty when trying to converge the conceptual overlaps between entrepreneurs and leaders, as discussed by Vecchio (2003) and Cogliser and Brigham (2004). This restricts the future frameworks of Entrepreneurial Leadership research because if the characteristics and behaviours exhibited by Entrepreneurial leadership are dependent on a formalised title rather than inherent abilities, then the defining features of a good or bad leader/entrepreneur are related more to their perceived abilities rather than their actual ones.

5.1.4 Managerial Implications

The major managerial implication of this emerging theme relates to stakeholders who wish to invest in individuals making the transition from one context to another. In particular employers who perceive sports persons as a source of skills and capabilities for a leadership role in business. Some implications for employers in business would include:

- Assumption that individuals will be able to influence other employees towards a certain goal

- If an employee might step into a mediating role in business rather than the one of leadership.
- Perception that individuals who have been a captain and have led their teams to success will translate this ability to business ventures.
- The ability to influence may depend on the type of leadership they embodied in sport, whether they were considered social/peer leaders, or tactic/decision-making leaders.

In addition to the consideration for employers, there may be some conflict in regards to followers' perceptions of the business entrepreneur/leader in question. It is important that followers perceive the individual's transition as being credible and desirable. If the transition is too abstract for colleagues to understand, then the ability of the entrepreneur/leader to be accepted as a leader will be hindered.

5.2 Carrying out a Vision

The concept of vision is the means by which goals are communicated, implemented and carried out. This is often viewed as an overlapping quality between the role of leadership and entrepreneurship. Vision is often described as the construct which differentiates entrepreneurs from other types of organisational roles.

The literature review would suggest that when exploring vision in the sporting leadership and entrepreneurial business context, the roles would be similar in dexterity and responsibility. For example, the individual will create ambitious goals which will be carried out with the help of their team mates in both sporting and business contexts.

5.2.1 Findings – Carrying out a vision

Referring to the three scenarios, the data showed some empirical support for the construct of vision. In addition, there has been widespread support for personal visions

as a factor dictating sporting prowess. However, with vision comes the realisation that the means to achieving these goals is through obedience and capabilities of their followers.

The creation of personal vision

The data collected from participants showed that visionary goals were inherent in the leadership and entrepreneurship context. However there was continual attention and support for personal visions of achievement. Most of the discussion centred on aspirations of being an Olympian, winning a gold medal at the Olympics or triumph when considered an outside chance for success. For example Aqua describes the reason for still competing is to finish with a medal at the Olympics. This suggests that creating and having a vision in sports leadership often involves achieving personal aspirations and personal goals.

Similarly, in the business and entrepreneurial sector, the participants asserted numerous personal achievements that have attributed to the achievements of the company. They associated their company's success with their own actions, even though they acknowledged that colleagues were an important part of their success.

Realisation of vision

As already suggested, the data analysis illustrates the personal nature of visionary goals; however there is a difference between the creation and realisation of these "visions". The participants described the ability to carry out goals involved the help and contributions of their followers/colleagues. The perception of a team and the use of "we" were often stated when describing success in both contexts, however there is a point of discrepancy. Although the participants are aware of their team, in a business context they generally believe the ultimate responsibility comes back to them as an

individual with the formal authoritative title. There appears to be a blurry line between those who helped realise the vision and those who take the responsibility for it. This is evident in all the cases, especially when in a sporting context the team coach plays a vital role in the realisation of vision.

Additional Findings: consequences of failure

In contrast, going back to the sporting arena participants had a different attitude towards negative results. For example Batter describes the attitude towards losing a baseball game:

Baseball in the end, is about achieving your own and your team's goals, you try your best and work really hard... but there is no harm in losing games as there is no harm in getting 3 strikes by the pitcher...you go back to the shed disappointed...you might be shaken but in perspective its just sport...

This attitudes contradicts the risks involved in an entrepreneurial venture were failure was commonly linked to the individual. In retrospect, the participants associate the company's failure with their own, as both are synonymous. In contrast, a failure in achieving a set vision in sports leadership generates impartial attitudes as though defeat was conceded by losing to a better opposition. However failure in business is not directly comparable to failure in sport, as there is not obvious opposition/opponent when a company files for insolvency.

5.2.2 Conclusion – Carrying out a vision

In conclusion, the findings suggest that the origin of a vision can affect the ability to carry out that vision. The participants with personal visions, especially in the sports arena had more rational and reasonable attitudes towards their goals. Whereas in the business context, visionary activities were directly associated with the entrepreneur/leader.

However there was some contradiction between the ways in which goals were realised. Participants acknowledged that followers were an important part of success; however their roles were different in each environment. In the entrepreneurial context, followers were perceived as a means of achieving personal goals, whereas in the sporting context followers were an essential part of achieving their success.

In addition, there were conflicting perceptions of failure in the two contexts. Sports failure was often associated with team failure, whereas business failure held the participant responsible for the company's blunders. Table 22 summarise the data analysis and conclusion made about the thematic construct of vision.

Table 22 - Summary of "Vision" Data analysis

<i>Vision</i> I=Individual, T=Team	<i>Aqua</i>		<i>Wheeler</i>		<i>Batter</i>	
	<i>Sport</i>	<i>Business</i>	<i>Sport</i>	<i>Business</i>	<i>Sport</i>	<i>Business</i>
<i>Creating a vision</i>	I	I	I	I	I	I
<i>Realisation of a vision</i>	I&T	I	I	I&T	I&T	I
<i>Consequences of failure</i>	T	I	I	I	I&T	I

5.2.3 Theoretical Implications

The findings suggest that vision as a construct of entrepreneurship and leadership may experience difficulty in its application. It is uncommon to consider leadership in the sporting context as visionary, however is considered important in a synthesis of both fields of study.

The construct of vision, considered as the construction and realisation of goals will need to be re-evaluated. When exploring the concept of "vision" a differentiation between its creation and its realisation needs to be made. Vision should be considered a part of strategic leadership rather than leadership in general (Lloyd et al., 2005). Strategic leadership involves individual leaders who participate in long-term organisation goals

formulated by identifying competitive behaviour, strengths and resources (Lloyd et al., 2005). The success of an entrepreneurial firm should consider vision as part of organisational strategy. There is continued support for a strategic approach to entrepreneurship, so that an entrepreneurial initiative can support the development of organisational capabilities (Gupta, MacMillan, & Surie, 2004).

An entrepreneurial vision should occupy the attention, beliefs, values as well as positive attitudes of others (Pinchot, 1994). However the ability to create vision and organise reality is sometimes viewed as a conceptual skill (Mockler, 2004) and the integration of interpersonal skills is necessary to turn vision into practice. House and Shamir (1993) indicate that persuasive skills may represent an essential step in getting subordinates to adopt a vision. Persuasion is a part of the visionary process; however the theoretical contribution may be related to the proactive enactment of new capabilities (Gupta et al., 2004) rather than successfully achieving goals. This will implicate theoretical discussions on vision as an overlapping construct of Entrepreneurial Leadership. Although many authors of entrepreneurship theory discuss the importance of creating a vision, there has been little discussion on the intricate relationship between following those goals and the communication and implementation of these goals. This implicates Cogliser and Brigham's (2004) definition of vision as an overlapping concept between the two fields. Even though in a general sense the concept of vision might ring true further analysis would suggest vision plays different roles in different contexts.

5.2.4 Managerial Implications

The continued assumption that a successful sports leader will succeed in an entrepreneurial venture has been weakened by these findings. These insights relate to employers as well as individuals hoping to become an entrepreneur.

The vision implications for employers include:

- Entrepreneurial vision, involves personal motivation and beliefs. If an employee is to become an entrepreneur, that vision must be generated from their own desire for entrepreneurial success.
- Employee attitudes towards failure may change from that of a sporting context. Failure to achieve goals maybe taken more seriously in the entrepreneurial context, which will change the reactions of employees.

The vision implications for future entrepreneurs are:

- The importance of personal goals/visions as a precedent for success in an entrepreneurial venture. Although this is not a new finding, it suggests that entrepreneurs need to consider whether their goals will motivate their desire for success.
- Entrepreneurs should be wary of underestimating the importance of their colleagues in achieving their goals. As much as the entrepreneur is responsible and has ultimate authority, it is the contribution of their team that help realise and bring their vision to life.

5.3 Contextual boundaries

Contextual influences and boundaries are those that restrict the behaviour, attitudes and response of individuals. These boundaries are situation-based variables that dictate the response and attitudes individuals may have towards their followers or other stakeholders.

The literature review suggests contextual influences are more important in a leadership role, however less significant for a synthesis of both fields. This is apparent in Chapter

2, where a summary of the thematic views show that context has been an integral part of leadership and the combination of Entrepreneurial Leadership studies. This would suggest that in the context of leadership in sport, contextual differences will dictate performance and results. However in an entrepreneurial business environment, contextual boundaries are less prevalent in effecting the entrepreneur's role.

5.3.1 Findings – Contextual boundaries

The data analysis contradicts the thematic review that context in a leadership role is more important than the entrepreneurial role. The data indicates similar contextual boundaries between a role of sports leadership and business entrepreneurship. The two main implications of these findings are on decision making and network relationships.

Implications on decision making

The interviewees commonly described contextual influences in regards to their ability to make decisions. The participants described differences in the way decisions were made and how they were approached. For example, Aqua Man describes the difference between water polo and business context:

You can't be as hard and fast in business as you can be on points in the pool, all the instructions are short and loud...go back, move, what are you doing?...it's more critical in sport that everything is done right without everyone's feelings getting in the way...whereas at work...it's a job, those people come to work, they don't do it because they enjoy it, they have lives outside of work, you have to be conscious of that so you end up taking on everyone else's problems as well

A similar example of the contextual differences and their importance is demonstrated in terms of the purpose of decisions and the reasons behind those decisions. Wheeler describes the purpose of the Foundation she started were shaped by contextual differences.

(The Foundation) is here to help people and give back to the community so there is a lot of thought that goes into it, whereas on the track, it's about toughness,

training and pushing through the pain. There is a lot more adrenaline and motivation on the track, whereas the Foundation has a different purpose and different outlook...

It is evident that limitations do exist in the entrepreneurial context and can dictate how and why decisions are made.

Implications in the network of relationships

In addition the data indicates that the didactic relations that exists between the leader/entrepreneur and the follower maybe affected by contextual boundaries. These boundaries are described as the “professional relationship” by participants in the entrepreneurial context versus the more “informal” relationship with their team mates in a leadership context.

The dynamic relationship between the individual leader/entrepreneur and their followers may govern the contextual boundaries experienced in both environments. The data analysis illustrates the business context as having a strictly neutral and clear code of conduct. However in the sporting context, a more relaxed and informal approach to the environment imposes the relationship boundaries and context restraints between participant and follower.

5.3.2 Conclusion – Contextual boundaries

To conclude the third emerging theme, the literature review suggests contextual boundaries were considered more important in the leadership context, then the entrepreneurial context. In contrast, the data indicated that in an entrepreneurial business arena, context has an important role. In particular, the relationships between individuals and their team directed the contextual boundaries of decision making. It was established that contextual boundaries hindered the entrepreneur/leader’s ability to make decisions on behalf of themselves and the team/organisation.

5.3.3 Theoretical Implications – LMX theory

Referring to the findings described in Section 5.3.1, contextual boundaries are not limited to a leadership context as suggested in the literature review. However the Leader-Member Exchange (LMX) theory described in Chapter 2 suggests that there might be implications towards the application of this theory. LMX theory proposes three domains of focus that can determine the effectiveness of leadership. These domains are the leader, follower and relationship-based perspectives on effective performance. LMX theory does consider contextual boundaries as a factor for success however the data analysis may complicate this theory.

From the data, participants suggested that relationship-based variables, including the boundaries of a professional relationship may limit their style of leadership for a successful outcome. However, when discussing the implications for decision making in the sporting context, the relationship appears to consider followers as an important aspect. These implications are illustrated in Table 23.

Table 23 - Implications for LMX theory

	<i>Sports Leadership</i>	<i>Entrepreneurial Business</i>
<i>Leader-based</i>		X
<i>Follower-based</i>	X	
<i>Relationship-based</i>	X	X

Another theoretical implication arises from the nature of informal leadership literature and that field of study. Informal and peer leader studies suggest that a delegated position of authority does not dictate the effectiveness of leadership (Wheelan et al., 1996). Yet, the field continues to suggest that team leaders with positions such as captain and vice-captain were sources of leadership. The data analysis suggests that those participants' perceptions contradicted their claims. Participants believed they were not a source of leadership due to their boundaries and attitudes towards the "sport" context. This would

have theoretical implications for the study of peer and informal leadership as delegated authority provides an improved foundation for effective leadership.

5.3.4 Managerial Implications

The practical implications of such findings involve the entrepreneur's ability to operate his/her business in the form of decision-making and maintaining relationships.

The managerial implications for decision-making and relationship management include:

- The sports-leadership role may not involve decision-making tasks, which might hinder the entrepreneur's ability to manage to business.
- The ability to relate to their team mates may not transfer to their colleagues in business. Therefore it hinders the entrepreneur/leader's ability to form solid relationships with their followers.
- The type of leadership the individual embodied in a sports context may be a different strategy to the leadership/entrepreneurship needed for business. For example, a leader's follower-based model of leadership, where an emphasis on team mates problems may not work in an entrepreneurial context. The need for a more leader-based or individual-based model of leadership is needed. This will cause conflict with entrepreneurs who believe their leadership style will be appropriate for both contexts.

5.4 Conclusion of Results and Findings

The data analysis showed varying results and findings in regard to the three emerging themes. The first theme concerning similar abilities to influence followers in different context was not supported by the data. The contributing factor was the lack of formally assigned role of leadership and the common role of mediator in the sporting context. Secondly, the theme relating the entrepreneur/leader's ability to communicate and carry

out a vision in both contexts was partially supported. The data analysis showed that in creating and realizing a vision, the individual is an important part of the process. However the degree of appreciation for team/colleague contributions differed with higher levels gratitude explored in the sporting context. The third emerging theme of contextual boundaries as an implication for decision-making and relationship networking was partially supported by the data analysis. The findings suggested that contextual boundaries were present in leadership roles; however they were also present in entrepreneurship roles.

The essential part of understanding the results and findings of a research project is to explore the limitations of that study. By understanding the research boundaries other academics will be able to extend on the phenomena of Entrepreneurial Leadership. Therefore Chapter 6 will outline the limitations and possible areas of future research, before providing a conclusion to the project.

6.0 Limitations, Future Research and Conclusion

Researchers are encouraged to understand and be aware of the challenges that lie in all aspects of a research project. A part of understanding those challenges is acknowledging that although your research is important, it is part of a process that helps develop a field of study. Therefore, it is essential that the limitations of this project are recognised to warn future researchers of the potential pitfalls as well as give a direction for extending the existing theory and creating new theoretical frameworks. This chapter will discuss limitations of the project and advised some areas of future research.

6.2 Limitations

It is important to understand that all research has limitations but in particular this thesis is empirical in nature and the researchers acknowledge that there are a few important boundaries to consider. This section will explore the concerns under three topics of: (1) literature review, (2) methodology and (3) case selection. Each of the three limitations is important for understanding the scope of the research project.

6.2.1 Literature review

The review of entrepreneurship and leadership literature may be criticised for: (1) the depth of coverage and (2) the conclusions made about fields of study. Firstly, although the literature review seems extensive in its contribution, it still lacks breadth of coverage in both fields, especially in the field of leadership.

Leadership has an extensive amount of research and other fields of study are important for an improved and conclusive analysis of the field. Potential areas of review include the popular topic of transformational leadership and charismatic leaders (Hunt, 1999; Zacharatos, Barling, & Kelloway, 2000). In addition, leadership strategy (Porter, 2006),

trust as a mediator of leadership (Casimir, Waldman, Bartram, & Yang, 2006) and authentic leadership (Avolio & Gardner, 2005) are topics directing the current development of the leadership field. Due to the abundance of literature this research project determined which themes and issues most appropriately related to entrepreneurship studies. Conversely there are other influential authors that can be analysed to further enhance the rigor of a synthesis of both fields.

In addition, the entrepreneurship literature does cover a fair amount of prominent authors in particular Schumpeter (1949) and Kirzner (1985). On the other hand the review has limited exploration of the recent literature on entrepreneurs including that of: intrapreneurship (Hisrich et al., 2005), structured and unstructured thinking (Mockler, 2006) and social entrepreneurship (Thompson, 2002). It is important that although the entrepreneurship literature is extensively explore in Chapter 2, there are many more areas of research that can lead the field in a different direction.

6.2.2 Methodology

In terms of methodology there are a number of limitations of this research project. In particular the field of entrepreneurship has an abundance of qualitative research including that of case studies. The following will explore the limitations in (i) research strategy (ii) design and data collection and (iii) level of analysis.

Research Strategy: Case study

Although there are many strengths of the case study research, there is also weakness attached to this strategy. The conventional argument against case studies is their weak capacity to generalise to other situations (Hartley, 1994). However qualitative methodology asserts that case studies stems from the interpretive paradigm, which the goal is neither replication nor theory testing. The results are intended to be

representative of the “interpretation” of those experiencing the phenomena (Shah et al., 2006). Although the issue of “naturalistic generalisation” is not representative of the population (Stark et al., 2005) it is the main weakness of this strategy. However other epistemology issues include drawing boundaries in the case study.

It is often difficult to know what to include, and what not to include in a case studies. Considering researchers must pay attention to social and historical context of action, drawing boundaries around the phenomena is a difficult decision and considered a weakness of the case study strategy (Stark et al., 2005).

Design and Data collection

This research project focused on the individual’s perception of themselves and the appropriate organisations. This was included as part of the research design and data collection components. However to ensure the research was more comprehensive, the function of followers (sports team and colleagues) could have been explored more extensively in the study. The literatures that have a focus on followers, generally still have limited discussion on their role in the entrepreneur/leaders success.

The main implication for data collection involves the depth and length of the data collected. The decision to stop collecting data, or the point of saturation should come at the discretion of the researcher. However due to time limitations of this project there was limited amounts of data that could be collected. This ensured the project was cross-sectional rather than a longitudinal study.

Level of analysis

In addition, another weakness of this research may be the level of analysis used to explore the emerging themes. There are other potential ways of examining themes of influence, vision and context. The chosen methodology puts emphasis on the “natural”

context of exploring a phenomena and isolating Entrepreneurial Leadership will be difficult (Lee, 1999). This in turn can mean a misleading and unclear unit of analysis in the research. As the case studies have stakeholders such as other individuals, their followers (sporting team and colleagues), the community and society around them, there are many possible levels of analysis for Entrepreneurial Leadership. For example, the implications about decision making that emerge from contextual boundaries can have many units of analysis including: (i) decision-making implications on followers (ii) decision-making implication for the clientele (iii) implications on positive decision versus negative decisions (iv) follower's perspective on the decisions their leader/entrepreneurs make (v) the followers contextual boundaries that stem from their leader/entrepreneur. There are many other gaps and ways to analyse the phenomena for generating new and meaningful theory.

6.2.3 Case selection

The research project used three cases to analyse the proposed emerging themes. However there are potential limitations in the use and selection of the cases.

Selection Criteria

The criteria used to determine which cases were appropriate are illustrated in Chapter 3 - Table 11; however these measures can be considered a broad benchmark for analysis. One of the sports leadership criteria was to have “recently” competed in sport. This included athletes who have retired as well as those still competing. If this criterion was restricted to entrepreneurs who have retired from sport, it may have provided a more concentrated framework for exploring Entrepreneurial Leadership.

In addition, a selection of both failed and successful entrepreneurial businesses may have provided more extensive range of data for analysis.

The cases

The cases of Aqua Man, Wheeler and Batter have a few weaknesses which can affect the ability to draw effective conclusions from the data. Firstly, the cases involved a wide variety of examples, which may have hindered the results of the project. Some of the weaknesses include:

- The participants in the case study competed in a sport with relatively low popularity in Australia. This restriction was due to the accessibility of participants; however popularity and public profile may affect the success of an athlete making the transition to an entrepreneurial business.
- The participants resided in Sydney and likewise their businesses were based in Sydney. This restricted the breadth of research and data collection from other cities such Melbourne, Brisbane or International companies.

The limitations discussed above, by no means covers all the pitfalls of this study. However they are the researcher's interpretation of what could be considered important restrictions in the research project.

6.3 Future Research

Entrepreneurship is still considered an emerging field of study and has many paths for future research. With reference to this research project, there are three main areas which researchers could explore: (1) Followers/team/colleagues (2) Theory building (3) Sports Psychology literature and (4) other contexts of case study research. Each of these three

areas is explored further in order to enhance the development and synthesis of entrepreneurship and leadership.

Followers/team/colleagues

There is a large potential for further research to explore the affects of peers and followers towards the individual Entrepreneurial Leader’s performance. Although this research discusses the affect of followers, it is restricted towards the *participant’s perceived effect* on followers. There are potentially many other ways to explore the phenomena as displayed in Figure 7. The matrix in Figure 7 demonstrates that this research project focused on quadrants 1 and 2 of the phenomena, whereby the individual’s perception on themselves, their followers, their vision and their ability to influence. However quadrant 3 and 4 are definite areas of which to explore Entrepreneurial Leadership further. Considering the synthesis of entrepreneurship and leadership is relatively new, there are many issues and areas in need of exploration.

Figure 7 -Proposed Areas of future research

Independent of environment analysis	1. The sports-person’s perception of their Leadership	2. The sports-person’s perception of their Entrepreneurship
Environment dependent analysis	3. The followers view of the individual as a leader	4. The followers view of the individual as an entrepreneur
	Sports	Business

Theory building

There is a huge amount of potential for building new theory in the field of entrepreneurship. There are many limitations that future research can overcome in order to challenge academic assumptions that entrepreneurship literature is underdeveloped. It is important for future researchers to understand the dichotomy between phenomena and theory. There are four main combinations that dictate how research will be conducted: (1) Established theory and established phenomena, (2) Established theory and new phenomena, (3) New theory and established phenomena, (4) New theory and new phenomena. These four combinations are described by Zahra (2007) as a way to enhance rigor in the development of entrepreneurial literature. These four combinations are further illustrated in Appendix 3 and the table continues to discuss their strengths, weakness and the process of contextualising theory. This research project lies in the fourth field of contextual richness displayed in Appendix 3, however it is important for future researchers' to understand where their phenomenon lies and in what way it contributes to the field. There is a large amount of research that can be conducted under scenario 2 of contextual richness, whereby entrepreneurship research can be analysed with established as well as tested theories.

Sports Psychology Literature

In hope of extending the issues explored in this research project, an area for future research is the sports psychology literature. This field may provide more clarity and a better understanding of Entrepreneurial Leaders.

There has been some literature exploring athlete leadership with interesting and relevant conclusions. Dupuis et al (2006) explored leadership behaviours in formal athlete leaders. The study conducted semi-structured interview with six university ice hockey

team captains. Such research may help the development of the Entrepreneurial Leadership paradigm.

In addition, other studies have presented theoretical models to explore leadership in sport, focusing on the coach-athlete interaction as a source of behavioural characteristics (Smoll & Smith, 1989). Studies including that of Catina and Iso-Ahola (2004) explore the affects of “positive illusion” on athlete success. The research focused on the illusions of expected and actual success on individual motivations to compete (Catina et al., 2004). The sports psychology literature can potentially offer the Entrepreneurial Leadership field a path towards consolidation.

Other contexts

For this research project the two main contexts used to explore the conceptual overlaps between entrepreneurship and leadership were that of a sporting context and a business context. However the use of the sporting context has been criticised as only one perspective for exploring the emerging themes in the Entrepreneurial Leadership phenomena.

Future researchers could potentially explore other contexts that display qualities of a leader or an entrepreneur. For example, leadership in the performing arts arena may include participants with a background in theatre, dance or music. These participants may have successful entrepreneurial ventures that can help explore this phenomenon. In addition, there has been increasing number of celebrities (with different backgrounds and expertise) who have capitalised on their popularity and mentor-like leadership in search for entrepreneurial opportunities. These are only a few examples were researchers could explore the conceptual overlaps in Entrepreneurial Leadership.

6.4 Conclusion

In conclusion, this research project explored the construct of Entrepreneurial Leadership as a new way of understanding the entrepreneur. By combining the fields of entrepreneurship and leadership, it would provide a sound framework for exploring the phenomena and its theoretical gaps. Through a summary and analysis, there are three apparent emerging themes in the literature. These are individual influence, carrying out a vision and contextual boundaries. Each of these themes was used as a platform for the research project.

The case study research strategy was argued as the most appropriate way to explore the three emerging themes as well as the most appropriate method for conducting data analysis. However an important part of understanding the research project was to introduce the case of Aqua, Wheeler and Batter. Each of these cases contextualised and provided a foundation for understanding the hypothetical case, the literature review and how the emerging themes will be explored.

As a result of the data analysis some interesting and important conclusions were drawn from the three emerging themes. It was found that the idea of “influence” and the individual entrepreneur/leader’s ability to influence others was hindered by their perceived role as a mediator or team member.

The second theme explored the entrepreneur/leader’s ability to carry out a “visionary” goal. The results showed discrepancies in the creation and realisation of goals in the sports and business environment. The findings suggest that participants create their own vision; however there was some contradiction between the ways in which goals were realised. In the entrepreneurial context, the individual perceived followers as a means of

achieving goals, whereas in the sporting context, followers were an essential part of achieving their success.

The third theme proposed that contextual boundaries existed in the leadership context, but were less evident in the entrepreneurial business environment. These boundaries were found to be important for *both* contexts, as they implicated the entrepreneur/leader's ability to make decisions and create network relationships.

Entrepreneurial Leadership still has many gaps and a lot of room for improvement. Therefore it is important to understand where the areas for future research lie. An interesting path would be to analyse the sports psychology literature to gain a better understanding of leadership in this context. In addition, a closer examination of the literature on followers/followership, team mates and colleagues may provide another avenue for Entrepreneurial Leadership research.

It is hoped that this research project has provided some insight into the significance of Entrepreneurial Leadership in the development of both literatures. The project aims to contribute to the complex and intricate nature of being a leader as well as an entrepreneur. It challenges the assumptions that these individuals have overwhelming similarities. The project hopes to increase awareness that it takes more than just certain traits, skills and abilities to be a successful leader or entrepreneur.

Appendix 1

Cogliser and Brigham (2004)

Leadership and Entrepreneurship three stage life cycle

Leadership and entrepreneurship models across life cycles: stage 1

Life cycle stage: introduction and elaboration	Selected relevant leadership models	Selected relevant entrepreneurship models
What is a leader/entrepreneur?	Traits (e.g., Stogdill, 1948 and Stogdill, 1974) Managerial motivation (e.g., McClelland, 1965)	Locus of control (e.g., Pandey & Tewary, 1979 and Venkatapathy, 1984) Need for achievement (e.g., McClelland, 1961) Risk-taking propensity (e.g., Brockhaus, 1980) Tolerance for ambiguity (e.g., Schere, 1982)
What does the leader/entrepreneur do?	Consideration/Initiating Structure (e.g., Fleishman, 1953 and Hemphill & Coons, 1957) Task-oriented/relations-oriented behavior (e.g., Katz et al., 1950 and Likert, 1961) Managerial grid (e.g., Blake & Mouton, 1964) Managerial behavior (e.g., Luthans et al., 1985 and Mintzberg, 1973)	Risk avoidant behavior (e.g., Miner, Smith, & Bracker, 1989) Strategic adaptation (e.g., Timmons, 1982) Venture creation behavior (e.g., Gartner, 1985 and Gartner, 1988)
In what context does the leader/entrepreneur operate?	Path-goal theory (e.g., House, 1971 and House & Mitchell, 1974) Contingency theory (e.g., Fiedler, 1971 and Fiedler, 1978) Normative decision model (e.g., Vroom & Jago, 1988 and Vroom & Yetton, 1973)	Rates Approach (e.g., Aldrich, 1989, Aldrich, 1990, Aldrich & Mueller, 1982, Aldrich & Staber, 1988 and Holmberg & Morgan, 2003) Life cycle (e.g., Hanks et al., 1994 and Kazanjian, 1988)

Leadership and entrepreneurship models across life cycles: stage 2

Life cycle stage: evaluation/augmentation	Selected relevant leadership models	Selected relevant entrepreneurship models
What is a leader/entrepreneur?	<p>Charismatic leadership (e.g., House, 1977 and House et al., 1991)</p> <p>Leader flexibility (e.g., Kenny & Zaccaro, 1982 and Zaccaro et al., 1991)</p> <p>Leadership motive pattern theory (e.g., McClelland, 1975)</p> <p>Managerial competencies (e.g., Bray, Campbell, & Grant, 1974)</p> <p>Romance of leadership (e.g., Meindl, Ehrlich, & Dukerich, 1985)</p>	<p>Cognitive approach (e.g., Baron, 2000, Keh et al., 2002 and Mitchell et al., 2002)</p> <p>Psychological approach (e.g., Shaver & Scott, 2001)</p> <p>Entrepreneurial motivation (Naffziger, Hornsby, & Kuratko, 1994)</p> <p>Individual differences (Stewart et al., 1999)</p>
What does the leader/entrepreneur do?	<p>Influence tactics (e.g., Yukl & Falbe, 1990)</p> <p>Transformational leadership (e.g., Bass, 1985)</p> <p>Vertical dyad linkage/leader-member exchange (e.g., Dansereau et al., 1975 and Graen & Scandura, 1987)</p>	<p>Communication (e.g., Sapienza & Korsgaard, 1996 and Witt, 1998)</p> <p>Entrepreneurial alertness (e.g., Gaglio & Katz, 2001)</p> <p>Opportunity recognition (e.g., Alvarez & Busenitz, 2001)</p> <p>Risk-taking/risk management (e.g., Busenitz, 1999)</p> <p>Serial and portfolio entrepreneurs (e.g., Westhead & Wright, 1998)</p> <p>Vision articulation (e.g., Baum et al., 1998 and Hill & Levenhagen, 1995)</p>
In what context does the leader/entrepreneur operate?	<p>Implicit leadership theory/leadership information processing (e.g., Lord & Maher, 1993)</p> <p>Leader/member attribution, (e.g., Ensari & Murphy, 2003, Mitchell et al., 1977 and Mitchell et al., 1981)</p> <p>Strategic leadership (e.g., Hambrick, 1989 and Finkelstein & Hambrick, 1996)</p>	<p>Corporate entrepreneurship (e.g., Chung & Gibbons, 1997, Dess et al., 2003, Sharma & Chrisman, 1999, Thornberry, 2003 and Zahra, 1996)</p> <p>Cross-cultural entrepreneurship (e.g., Mitchell, Smith, & Seawright, 2000)</p> <p>General environment (e.g., Dess, Lumpkin, & Covin, 1997)</p>

Visionary leadership (e.g., Westley & Mintzberg, 1991)

Family business (e.g., Morris, Williams, Allen, & Avila, 1997)

Leadership and entrepreneurship models across life cycles: stage 3

Life cycle stage: consolidation/accommodation	Selected relevant leadership models	Selected relevant entrepreneurship models
What is a leader/entrepreneur?	<p>Cognitive, social, and emotional intelligence (e.g., Wong & Law, 2002)</p> <p>Managerial intelligence (e.g., Sternberg, 1997)</p> <p>Narcissistic leadership (e.g., Kets de Vries & Miller, 1985 and Popper, 2002)</p> <p>Personality (e.g., Judge et al., 2002)</p> <p>Traits, skills, and competencies (e.g., Locke, 2003 and Mumford et al., 2000)</p>	(Emerging)
What does the leader/entrepreneur do?	<p>Authentic leadership (e.g., Luthans & Avolio, 2003)</p> <p>Dysfunctional leadership (e.g., Tepper, 2000, Tepper et al., 2001, Townsend et al., 2000 and Zellars et al., 2002)</p> <p>Empowerment (e.g., Spreitzer, 1995)</p> <p>Ethical leadership (e.g., Trevino, Brown, & Hartman, 2003)</p> <p>Relational leadership (e.g., Brower et al., 2000 and Uhl-Bien, 2003)</p> <p>Shared leadership (Pearce & Sims, 2000)</p> <p>Visionary leadership (e.g., Zaccaro & Banks, 2001)</p>	<p>(Emerging)</p> <p>Nascent entrepreneurs (Gartner, Shaver, Carter, & Reynolds, 2004)</p>
In what context does the leader/entrepreneur operate?	<p>Complexity (e.g., Hooijberg et al., 1997 and Marion & Uhl-Bien, 2001)</p> <p>E-leadership (e.g., Avolio, Kahai, & Dodge, 2000)</p> <p>Leading creative people (e.g., Mumford et al., 2002b)</p> <p>Leading across cultures (e.g., Den Hartog et al., 1999, Ensari & Murphy, 2003 and Russell, 2003)</p>	(Emerging)

Appendix 2

Coding Frame used in the data reduction

<i>Key Terms/Constructs</i>	<i>Definition</i>	<i>Quotes</i>
Entrepreneur	Seizes opportunity to create the mould with innovation and creativity	<p>...had a final sign off with a new license holders for the financial planning division at 1 o'clock...I then sold 10% of...left that meeting, went to another meeting...and sold another 10% of the company straight away...</p> <p>...I deal a lot more with the new business, whereas my colleagues do the back end of the work...</p>
Leader	Individual who empowers, influence others, copes with change	...just specifically my role in what my job is anyway in the team is a leadership role...
Followers	Person(s) that the individual has direct influence over. The influence can be formal or informal in nature	<p>...My colleagues are all very experienced and knowledgeable; they expect the highest standard...</p> <p>...losing is a team effort...</p>
Vision	Means by which goals are communicated, implemented and carried out	... everything is sort of is tracking how I planned...I'm short of an Olympic medal
Influence	Ability to persuade other towards a common goal	<p>...I think I influenced team moral rather than decision...</p> <p>...just being able to help the kids financially, it will hopefully influence their success....</p>
Mediator	An individual who plays the intermediary between two parties	... a couple of years ago I was a mediator between our captain and our coach...
Context	The environment that manifests an	...and if people don't like it

	individual operates under. Either a sporting or business context.	in sport, you can't be hidden...if there is a problem, it will get exposed, where as in business you have to respect everyone's feelings and ideas....
Crucial	An extremely important issue, decision or event.	...it's more critical that everything is done right without everyone's feelings getting in the way... ...the business is more of a high risk venture....
Blame	Hold responsible or at fault of a situation	...if anything goes wrong it is always my fault...
Relationship	The connection between two people that allow them to relate or associate in a certain context	...my team mates are my mates, whereas my work colleagues it's professional...

Appendix 3

Zahra (2007)

Linking research phenomena, contextual richness and theory

<i>Phenomenon</i>	Established	New	Established	New
<i>Theory</i>	Established	Established	New	New
<i>Scenarios</i>	1	2	3	4
<i>Contextual richness</i>	Modest	Moderate	Moderate	Great
<i>Common Shortcomings</i>	Applying theory mechanically without regard to setting	Assuming universality of theory	Failing to explain relevance to new setting	Fishing expedition?
	Ignoring boundaries of theories	Providing elusive definition of boundaries	Failing to clearly articulate the superiority of the new theory to others	Giving elusive definition of the phenomenon and theory
	Ignoring irregular or conflicting findings	Overlooking what findings mean to theory		
	Over-looking counter arguments		Failing to establish why the phenomenon is worth explaining	
<i>How to best contextualize theory?</i>	Explore new contingencies	Establish relevance of theory to new phenomenon	Reflect on and capture the richness of the research site; show how characteristics of the site influence proposed line of thought	Define the boundaries of the phenomenon with some precision
	Examine change overtime	Provide a fair test of basic arguments underlying theory		Clarify uniqueness of phenomenon being explored
	Relax assumptions			
	Vary setting in	Give back to		Establish the

	which theory is tested.	theory: how do the results alter the assumptions and predications of theory		newness of the arguments advanced
	Conduct meta-analyses			Discuss conditions under which theory might apply to other phenomena

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