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### Entrepreneurial Leadership

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## **Title: Entrepreneurial Leadership: A Systematic Literature Review**

### **Abstract**

This paper provides a comprehensive review of literature relating to entrepreneurial leadership. A systematic literature review (SLR) is an acknowledged method for producing reliable knowledge from an evidence based approach. The SLR approach applied in this paper is conducted in three stages towards providing support for the conceptual development of entrepreneurial leadership. The findings of the study support the conclusion that entrepreneurial leadership is an important factor in enhancing organisational performance across turbulent and competitive environments. However, what is unclear is the extent to which entrepreneurial leadership attributes identified are relevant in particular contexts. The findings highlight multiple attributes related to entrepreneurial leadership such as vision, effective communication, risk taking and creativity but demonstrate a lack of consensus on the theoretical and conceptual basis of the concept. Drawing on this literature review, recommendations for future research with particular reference to developing economies are proposed.

**Keywords:** entrepreneurial leadership, systematic literature review, entrepreneurship, leadership, attributes.

## **Introduction**

There is a considerable body of knowledge and research across both the fields of entrepreneurship and leadership. The expanding field of leadership is often considered a “mature field” (Hunt and Dodge, 2000) even though this maturity has not been achieved without considerable growing pains (Cogliser and Brigham, 2004). The field of entrepreneurship has also received significant attention and development in recent years (Gartner, 2000; Shane and Venkataraman, 2000; Shane, 2012). While both fields are typically viewed as independent areas, a number of scholars have drawn parallels between the domains both historically and conceptually (Cogliser and Brigham, 2004). Within this emerging perspective, some researchers extend these parallels towards defining entrepreneurship as a form of leadership within a narrow context; specifically small-business ownership or firm start-up (Vecchio, 2003). Such scholarship has resulted in the emergence of a new paradigm known as “*entrepreneurial leadership*”. This new paradigm of leadership extends beyond a convergence of the fields (Cogliser and Brigham, 2004; Fernald et al., 2005) and relates to the attributes of leadership across diverse conditions and contexts (Gupta et al., 2004; Currie et al., 2008; Carpenter, 2012; Kansikas et al., 2012; Harrison et al., 2016)

The role of entrepreneurial leadership has been proposed as a key element in which entrepreneurs can maintain their competitiveness when faced with dynamic and changing environments (Fernald et al., 2005). Evidence has suggested that entrepreneurial leadership is positively related to business performance through emphasising innovation and development within customer and competitor orientation (Van Zyl and Mathur-Helm, 2007). In recognition of the value that this new emerging form of leadership provides within enhancing organisational performance, interest in entrepreneurial leadership has increased dramatically among scholars. This is seen with the range of definitions that have emanated from academics related to entrepreneurial leadership. Entrepreneurial leadership has subsequently

been defined as a type of leadership that creates visionary scenarios that can be used to assemble and mobilise a “supporting cast” of participants who become committed by the vision to the discovery and exploitation of strategic value creation (Gupta et al., 2004, p. 242). While the role of leadership remains diverse (Leitch et al., 2009; Northouse, 2010; Yukl, 2010), entrepreneurial leadership provides a means to explore the role and influence of leadership within entrepreneurial settings (Swiercz and Lydon, 2002; Chen, 2007; Arshi and Viswanath, 2013; Harrison et al., 2016). Greenberg et al. (2013), argue that it is a leadership style that is used “...to solve complex business, social, and environmental problems” (p. 57). But even with the remarkable number of definitions and heightened interest, progress in this new field has been hindered by a lack of conceptual development and the absence of adequate tools to measure leader’s entrepreneurial characteristics and behaviours (Renko et al., 2015).

Notwithstanding the growing body of literature from both empirical and conceptual standpoints on entrepreneurial leadership (for example, Nicholson, 1998; Swiercz and Lydon, 2002; Cogliser and Brigham, 2004; Gupta et al., 2004; Fernald et al., 2005; Chen, 2007; Renko et al., 2015, Harrison et al., 2016), there is limited consensus on the definition and attributes of entrepreneurial leadership. The result is a diverse literature base with a distinct research gap in our knowledge and understanding about entrepreneurial leadership both conceptually and empirically. The current paper makes a first step towards reaching consensus on the definition and attributes of entrepreneurial leadership, viz. by conducting a systematic literature review.

The purpose of this study is to provide a benchmark within the conceptual development of entrepreneurial leadership. The resulting systematic literature review and discussion aims to provide a map of the current state of research in the area and identify future research

directions. Based on the evidence provided, the emerging attributes of entrepreneurial leadership are identified and a future research agenda set out.

## **Methodology**

In order to provide a focused review of entrepreneurial leadership and related concepts, a systematic literature review was employed. The literature review process is central within any form of academic enquiry and provides a key tool within management research. The aim of conducting a literature review is to enable a researcher to “map and assess the existing intellectual territory and to specify a research question to develop the existing body of knowledge further” (Tranfield et al., 2003, p. 208). However, most management reviews have followed the narrative approach, even though such an approach has been criticised for lacking criticality in some instances (Tranfield et al., 2003; Denyer and Tranfield, 2009). As a result, a more systematic approach to the review of literature is proposed (Rousseau et al., 2008; Vázquez-Carrasco and López-Pérez, 2013).

A systematic literature review (SLR) adopts a replicable, transparent and scientific process (Tranfield et al., 2003) and, in this way, differs from a traditional narrative review. According to Denyer and Tranfield (2009), systematic reviews in management studies are expected to be transparent, inclusive, explanatory and heuristic in nature. Through this process, an SLR provides an overview of the status of current knowledge and an insight into its development (Rousseau et al., 2008). In this study, the SLR methodology developed by Tranfield et al. (2003) was followed and a three stage review process adopted.

### **Stage 1: Planning the Review**

Prior to undertaking the review process, a panel of experts in the field of entrepreneurship and leadership were consulted towards developing a robust review protocol. The panel aided

in providing an outline of the cross disciplinary nature of entrepreneurial leadership and the varying perspectives that may arise within this emerging paradigm. A further scoping study and narrative literature review was also conducted to map out and better understand the emerging trends within literature related to entrepreneurial leadership. This initial stage was instrumental in developing the review protocol which consisted of the review questions to be addressed, the population focus of the study as well as the criteria for literature inclusion and exclusion.

The following questions guided the review

- What is the influence of entrepreneurial leadership?
- What are the attributes of an entrepreneurial leader?
- How do these leaders develop these attributes?

Finally, evaluation criteria were developed to eliminate low quality papers and ensure the presence of only those of high quality for the review. The exclusion and inclusion criteria for the papers to be reviewed are stated below.

#### *Inclusion Criteria*

- Papers should be in English,
- The focus of the paper must be entrepreneurial leadership as a style of leadership,
- The paper directly addresses one or more of the review questions,
- Papers published between 1970 and 2016.

### *Exclusion Criteria*

- Papers not in peer reviewed publications (i.e. conference proceedings or book chapters),
- Papers focused on other styles of leadership.

### **Stage II: Conducting the Review**

In this study, the review methodology began with the identification of the keywords obtained from the review panel and the scoping study undertaken. The keywords and search strings are outlined in Table 1.

#### **Table 1 Systematic literature review search strings and keywords**

{Table 1 near here}

The search strings were used within eight data bases, which were identified as the most suitable for management research (see table 1.1).

#### Table 1.1 Data bases searched for the systematic literature review

{Table 1.1 near here}

The literature was selected based on search strings; title and abstract screening based on the inclusion and exclusion criteria were carried out to obtain the relevant ones. Citations and references of these articles were examined to determine either their inclusion or their exclusion. A total of 192 papers were identified within the initial search. These papers were then further refined within the review process.

After the initial search within the databases (see table 1.1), Google Scholar was then used to obtain additional papers. Duplicate articles obtained from the databases were filtered. Eighty



articles were selected from the process. Citations and references of these articles were examined based on the inclusion and exclusion criteria and three additional articles were identified. Finally, 83 articles were selected for the review and further analysis; the search process was concluded on the 7th of June, 2016.

### **Study Quality Assessment**

Each article found through the SLR process was assessed for its quality against the following criteria:

- Does the paper report unambiguous findings based on evidence and arguments?
- Is the paper appropriately referenced?

All the papers included in the review passed the quality assessment criteria. The final sample of 83 identified papers was then reviewed by an independent researcher to ensure consistency within the process.

### **Data Extraction, Synthesis and Validation**

End note software was used to generate reference details of each article and was also cross checked manually. Data was synthesised to identify themes that emanated from the findings in each accepted paper. A final validation exercise was then carried out on the 83 accepted papers. When the 83 papers were re-read one paper was excluded as it did not meet the assessment criteria set out above. Therefore, a final tally of 82 papers was achieved.

### **Stage III: Reporting and Dissemination**

This section provides a summary of how literature reviewed on entrepreneurial leadership provides answers to the sought review questions. Table 1.2 gives an overview of the core of the article.

Table 1.2 Focus of the articles reviewed {table 1.2 near here}

## **Descriptive Analysis**

### **Contributions based on Geographical Distribution**

A high number of studies (33) in this field are USA in origin. Twenty one countries are represented, with UK second to the USA in terms of volume of published articles. Interestingly, there are only few studies carried out on entrepreneurial leadership in developing countries. Most of the developing countries listed in the review had just one or two studies; hence it may be argued that the present view of entrepreneurial leadership is strongly oriented from a developed economy perspective.

Figure 1: Geographical Distribution of studies {Figure 1 near here}

### **Type of Study**

Findings from the review show that out of 82 studies, 69% are empirical in nature, 23% are conceptual and 8% were review of literature (see figure 1.1). In addition, 60% of the empirical studies carried out were qualitative in nature, 38% used quantitative and 2% used a mixed method approach (see figure 1.2).

The research instruments utilised for data collection were interviews (38%), questionnaires (41%) and 21% used case studies (see figure 1.3)

Figure 1.1: Type of Studies

{Figure 1.1 near here}

Figure 1.2: Empirical studies

{Figure 1.2 near here}

Figure 1.3 Method of Data Collection

{Figure 1.3 near here}

## **Number of Publications**

Figure 1.4 shows that research into entrepreneurial leadership essentially dates from 1995 and has continued to increase in successive periods.

Figure 1.4 Number of papers by Five year interval

{Figure 1.4 near here}

## **Literature sources**

The 82 articles identified by the SLR have appeared in a wide variety of journals. Indeed, only eleven journals have carried at least two of the articles. Journal of Small Business Management has the highest number of publications with eight articles. Table 1.3 shows the number of publications in the eleven journals.

Table 1.3 Journals with the highest number of publications {table 1.3 near here}

## **Citation**

Figure 1.5 show the top five articles with the highest citations. The most cited article is Gupta et al. (2004) with 376 citations. This is not surprising since it was the first empirical study that sought to develop a construct for entrepreneurial leadership. Figure 1.6 gives the spread of these citations across years. The highest spread of citations was found from 2010 to 2014.

Fig. 1.5 Top five articles based on citations

{Figure 1.5 near here}

Fig 1.6 Spread of Citations by five year interval

{Figure 1.6 near here}

## Results

### *What is the influence of entrepreneurial leadership?*

Research on entrepreneurial leadership has generally shown that it has had a positive influence within organisations. Thirty six papers were identified as answering, at least in part, the review question 1 (Table 1.4). Of these papers, 81% were based on empirical findings and observations. The evidence of the review highlights entrepreneurial leadership as a dynamic process in shaping the direction of an organisation. Entrepreneurial leadership is paramount in enhancing organisational effectiveness (Flamholtz, 2011) and improving business and firm performance (Van Zyl and Mathur-Helm, 2007; D'intino et al., 2008; Chheda and Banga, 2013; Mgeni, 2015). It provides an extension of economic performance and relates to the entrepreneurial values within an organisation (Agus and Hassan, 2010; Suyitno et al., 2014). This extension influences a range of organisational factors such as organisational renewal, creativity and innovation (D'intino et al, 2008; Yusof and Jain, 2009; Flamholtz, 2011; Pihie and Bagheri, 2013; Pihie et al., 2014). Central within this emerging perspective is the capacity to effectively identify and capture opportunities (Currie et al., 2008; Greenberg et al., 2013). Through this organisations fostering the attributes of entrepreneurial leadership are better able to address challenging conditions and discontinuities (Abbas, 2014; Freeman and Siegfried, 2015; Harrison et al., 2016). However, as identified by Yousafzai et al. (2015), it is also important to identify relevant institutional conditions.

Table 1.4 The influence of entrepreneurial leadership

{Table 1.4 near here}

However, of the papers included in table 1.4 above, only 13 papers addressed the impact of entrepreneurial leadership in a developing economy. These papers are itemised in table 1.5

and highlights the need to empirically explore the context within diverse contexts in the future.

Table 1.5 A developing country perspective {Table 1.5 near here}

Most authors suggest that entrepreneurial leadership is critical for improved firm and business performance in developing nations (Van Zyl and Mathur-Helm, 2007; Agus and Hassan, 2010; Chheda and Banga, 2013; Mgeni, 2015). However, as shown within the evidence of the review, empirical evidence is still scarce. The impact of entrepreneurial leadership in enhancing innovative capabilities has also been identified as a key issue within this context (Chen, 2007).

*What are the attributes of an entrepreneurial leader?*

Thirty five papers were identified as answering review question 2. Table 1.6 provides a summary of the attributes identified by the 35 papers. The identified attributes reflect the diversity of the concept and highlights the distinction between individual and institutional elements. Attributes such as vision, effective communication, creativity and risk taking were prominent within identified papers.

Table 1.6 Papers identifying attributes of an entrepreneurial leader {Table 1.6 near here}

These attributes can be grouped into twenty nine categories.

Table 1.7 Attributes of entrepreneurial leaders identified in the literature {Table 1.7 near here}

Most of the studies agree on the importance of 'vision' within entrepreneurial leadership (Ballein, 1998; Cogliser and Brigham, 2004; D'intino et al., 2008; Ruvio et al., 2010;

Harrison et al., 2016). This is not surprising since entrepreneurial leaders need to be able to create vivid pictures or representations of the future for the organisation to create added value. However, some studies have shown divergent views about some core attributes. For example, Fernald et al. (2005) identifies persistence/perseverance as an important characteristic of any entrepreneurial leader while, in contrast, Carpenter (2012) identifies perseverance as one of the lowest rated attributes. Furthermore, consensus has not been reached by researchers on the level of risk propensity within influencing the direction of an organisation (Vecchio, 2003). Chen (2007) suggests that entrepreneurial leaders need to take higher risks to stimulate and encourage their teams to be more creative. For Lippitt (1987), entrepreneurial leaders should only take moderate risks, acknowledging the responsibility and adversity leaders face. For internal locus of control, though conceptual arguments for its role in entrepreneurial leadership are persuasive, there is limited evidence on this attribute (Vecchio, 2003). In addition, attributes such as proactiveness and innovativeness were viewed as firm level constructs (Vecchio, 2003; Chen, 2007; Kuratko, 2007; Van Zyl and Helm, 2007), although one might argue that these attributes would influence the individual perspectives of an entrepreneurial leader.

#### *How do leaders develop entrepreneurial leadership attributes?*

Seventeen papers were identified as answering review question 3. The low number of articles focused towards this review question is unsurprising given the evolving nature of the concept. Without further focused attention and research related to entrepreneurial leadership, the development of the associated attributes will remain undefined. From the identified papers, the evidence of the review highlights the challenges leaders face within developing the attributes of entrepreneurial leadership. As identified by Freeman and Siegfried (2015),

developing a vision, achieving persistence, and executing through chaos, are all important challenges facing entrepreneurial leaders. These challenges are further compounded by changing customer preferences, evolving technology, unpredictable government policies and fluctuating economic conditions (Abbas, 2014; Harrison et al., 2016). All of these factors create a complex environment for leaders.

Table 1.8 Papers associated with entrepreneurial leadership development {Table 1.8 near here}

The majority of these studies examined entrepreneurial leadership development from the perspective of students studying entrepreneurship (e.g. Bagheri and Pihie, 2011b; Bagheri et al., 2013) or by improving the educational curricula (Tice, 2005; Okudan and Rzasa, 2006; Roomi and Harrison, 2011). Only few studies examined entrepreneurial leadership development from the lens of entrepreneurial leaders (Lang, 2013; Leitch et al., 2009; Leitch et al., 2012). Those studies which examined leadership development from the perspective of the entrepreneurial leaders were vague about the exact ways through which such entrepreneurial leadership attributes can be developed. Instead these studies were largely focused on the social process (Kempster and Cope, 2010) or the development of human and institutional capital (Leitch et al., 2012). Indeed, more empirical studies emphasising how entrepreneurial leadership attributes can be developed are required.

### **Limitations of the Study**

An SLR is acknowledged as a valid process in business and management research towards providing a focused and critical insight into a study (Tranfield et al., 2003). Such an approach provides evidence in such a way that clear conclusions can be made about the known and

unknown (Denyer and Tranfield, 2009). However, like any method, there are limitations to its application.

While the SLR process provided a thorough review of the literature on entrepreneurial leadership, the efficacy of the review is limited to the search strings used in the databases, the completion time of the SLR (i.e. 7<sup>th</sup> June, 2016) and the review questions considered. The keywords and the review questions developed by the panel of experts for the search were instrumental in excluding and including the literature that was obtained during the process. In addition, with the increasing number of works in entrepreneurial leadership, it cannot be guaranteed that all material in the domain has been captured but only those relevant to the context being examined at that point in time.

### **Conclusion and Recommendations for future research**

Based on the evidence of the SLR, entrepreneurial leadership provides a means of conceptualising the dynamic process of leadership across challenging conditions. The SLR has shown that entrepreneurial leadership is a comparatively new research area. Notwithstanding, the evidence of the review suggests that entrepreneurial leadership is an important factor in the development of an enterprise.

Findings of the review showed that entrepreneurial leadership attributes have been identified across various studies. Attributes such as vision, creativity, effective communication and risk taking were identified from the review. However, evidence about the relevance, priorities or inclusions of many of these attributes are mixed. It is clear from the review that more research is required to authenticate the different assumptions by researchers and the influence identified attributes may have. Moreover, despite the recognition of the critical role that



leadership competencies of entrepreneurs play in enhancing individual, group and new venture performance (Bagheri and Pihie, 2011a); little work has focused on the development of entrepreneurial leadership attributes.

As highlighted by the SLR results, the concept of entrepreneurial leadership provides several opportunities for future research. While the concept has received increasing attention in recent years, the impact of entrepreneurial leadership in developing economies has received limited attention. A developing economy presents researchers with a challenging context but provides the opportunity to explore the role and influence of leaders within shaping organisational performance. Entrepreneurs in countries with different levels of GDP per capita face different challenges, as a result policies and conditions favourable to entrepreneurship in one country (or region) may not be effective or favourable in another (Acs, 2006).

The review has highlighted questions that would benefit from future research. For example, how can entrepreneurial leadership attributes be developed? In addition, are all the entrepreneurial attributes proposed by researchers important in every context? As a result, future work is needed to develop a definitive model of entrepreneurial leadership. In addition, it is clear from the literature that there is a need for greater examination of entrepreneurial leadership in the context of developing economies. A good way to start may be to model entrepreneurial leadership in the context of a fast moving sector of a developing economy. This could be useful in identifying the entrepreneurial leadership attributes important to be effective in this context. It will also serve as a means of authenticating various assumptions about entrepreneurial leadership attributes put forward by researchers.

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## TABLES AND FIGURES

Table 1 Systematic literature review search strings and keywords

<b>SYSTEMATIC LITERATURE REVIEW SEARCH STRINGS AND KEYWORDS</b>	
<b>Search String Number</b>	<b>Keywords</b>
Search string 01	Entrep*
Search string 1a	Lead*
Search string 1b	Developing
Search string 1c	Entrepreneurial leadership
Search string 02	Lead*
Search string 2a	Entrep*
Search string 2b	Developing
Search string 2c	Entrepreneurial leadership
Search string 03	Entrepreneurial leadership
Search string 3a	Developing
Search string 3b	Challenges OR Abilities OR Capabilities OR Attributes OR Competencies OR Skills
Search string 04	Entrepreneurial leadership (for Google scholar)
Lead* means leader, leadership etc. Entrep* means entrepreneur, entrepreneurial, entrepreneurship etc.	

Table 1.1 Data bases searched for the systematic literature review

<b>DATA BASES SEARCHED FOR THE SYSTEMATIC LITERATURE REVIEW</b>		
Emerald	Wiley Online	Sage Journals
Science Direct	Taylor & Francis	Web of Knowledge
Springerlink	Ingentaconnect	

Table 1.2 Focus of the articles reviewed

<i>Name(s) of author(s)</i>	<i>Type of Study</i>	<i>Focus</i>
Abbas, M. K (2014)	Conceptual	This article is entirely theoretical, but it identifies the challenges of entrepreneurial leadership in Nigeria. Challenges such as changing technology, unpredictable government policies, changing economic conditions, and the preference of consumers for imported products are highlighted.
Agbim, K. C., Oriarewo, G. O. and Owutuamor, Z. B. (2013)	Empirical	Agbim et al. examined the effect of the dimensions of entrepreneurial leadership on sustained entrepreneurial success in Anambra state of Nigeria. However, the authors use a scale which is a self-assessment tool and which neglects the impact of the follower in entrepreneurial leadership.
Agus, A. and Hassan, Z. (2010)	Empirical	This article shows that entrepreneurial leadership has a positive impact on sales performance and customer satisfaction in a developing economy such as Malaysia. However, the study does not take a dual perspective; rather, the data was collected only from entrepreneurs via a self-reporting instrument, thereby raising questions about the validity of their assertions.
Ahmed, A. and Ramzan, M. A. (2013)	Conceptual	This article seeks to develop a model of entrepreneurial leadership based on the conceptual and theoretical development of the concept.
Arshi, T. and Viswanath, S. (2013).	Empirical	This article shows that entrepreneurial leadership is important in promoting entrepreneurial innovation intensity in the corporate sector in Oman. However, the authors propose that there are different entrepreneurial leadership styles and do not examine entrepreneurial leadership as a type of leadership.
Bagheri, A. and Pihie, Z. A. L. (2009)	Empirical	This article is focused on facilitating entrepreneurial leadership development through university entrepreneurship programs. However, the article examines entrepreneurial leadership based only on students' creativity, risk taking and innovativeness.
Bagheri, A. and Pihie, Z.A. L. (2010a)	Empirical	This article focuses on the role of the family in improving entrepreneurial leadership competencies among university students.
Bagheri, A. and Pihie, Z. A. L. (2010b)	Empirical	This article focuses on entrepreneurial leadership learning from the perspective of university students.
Bagheri, A. and Pihie, Z. A. L. (2011a)	Conceptual	This article provides an integrated model for learning and developing entrepreneurial leadership. However, the model is built on Gupta et al.'s (2004) five competencies of scenario enactment (pro-activeness, risk taking, and innovativeness) and cast enactment (building commitment and specifying limits), which have been criticised by researchers. In addition, it

		does not provide empirical evidence to support its reliability and applicability.
Bagheri, A. and Pihie, Z. A. L. (2011b)	Empirical	This article mainly shows that entrepreneurial leadership, self-awareness, identity realisation, and self-efficacy can be improved through university entrepreneurship programmes rather than by focusing on entrepreneurial leadership attributes or their development.
Bagheri, A. and Pihie, Z. A. L. (2012)	Empirical	This article does not focus on entrepreneurial leadership programmes directly; rather, the emphasis is on the role of entrepreneurship programmes in developing a student's entrepreneurial leadership competencies.
Bagheri, A., Pihie, Z. A. L. and Krauss, S. E. (2013)	Empirical	This article examines entrepreneurial leadership competencies among Malaysian student entrepreneurial leaders. However, it should be noted that not all competencies or attributes are addressed. For example, risk taking is not considered.
Carpenter, M. T. H. (2012)	Empirical	This article is focused on the attributes of entrepreneurial leaders, and identifies them as cheerleaders and conveyors of vision, opportunity seekers, and master strategists.
Chheda, K. and Banga, C. (2013)	Empirical	The article examines the impact of entrepreneurial leadership on performance of Small and Medium Enterprises of India. A positive impact is proposed by the findings of the study.
Chen, M-H (2007)	Empirical	Chen (2007) used the strategic construct of firms (which are risk taking, pro-activeness and innovation) to explain entrepreneurial leadership. But there remains an on-going battle among researchers as to whether those dimensions can be used for individual analysis (Renko et al., 2015).
Choi, E. K. (2009)	Conceptual	The article is entirely conceptual and it suggests that clear vision (as displayed by Yamanobe and Watanobe in the Japanese cotton industry) is an essential entrepreneurial leadership attribute which can lead to ground-breaking global competitiveness.
Cogliser, C. C. and Brigham, K. H. (2004)	Review	This article, which is a comparative review of the fields of leadership and entrepreneurship, acknowledges that both fields overlap in the areas of vision, influence, innovation and creativity, and planning. However, the work by Cogliser and Brigham does not define the concept of entrepreneurial leadership (Roomi and Harrison, 2011), nor demonstrates how it can effectively be measured (Gupta et al., 2004; Renko et al., 2015). The authors only provide thoughts on how the field of entrepreneurship can avoid the "pit falls" in the field of leadership (Cogliser and Brigham, 2004, p.771). Cogliser and Brigham are only concerned about how

		entrepreneurship researchers can learn from the experiences and mistakes made by scholars in the field of leadership.
Coyle, P. (2014)	Empirical	This article discusses the role of entrepreneurial leadership in establishing an entrepreneurial culture in a university. However, the article does not distinguish between entrepreneurial leadership attributes and entrepreneurial attributes. Entrepreneurial leadership attributes were not examined.
Currie, G., Humphreys, M., Ucbasaran, D. and McManus, S. (2008)	Empirical	This article focuses on the public sector, and exhibits a good understanding of (i) the impact of multiple stakeholders and on how to manage them, (ii) knowledge of the political landscape, and (iii) the ability to identify and exploit opportunities as important aspects of entrepreneurial leadership.
Darling, J., Gabrielsson, M. and Seristö, H. (2007a)	Empirical	This article focuses on entrepreneurial leadership strategies, such as attention through vision, meaning through communication, trust through positioning, and confidence through respect. Key leadership values such as joy, charity, hope, and peace are also identified.
Darling, J. R. and Beebe, S. A. (2007)	Conceptual	The article is entirely conceptual and identifies communication skills as important for entrepreneurial leadership.
Darling, J. R., Keeffe, M. J. and Ross, J. K. (2007b)	Conceptual	This article identifies that success in entrepreneurial organisations revolves around a clear focus and care for customers, constant innovation, committed people and defined managerial leadership.
D'intino, R. S. Boyles, T., Neck, C. P. and Hall, J. R. (2008)	Empirical	This article examines the important characteristics for developing a visionary entrepreneurial leadership. These characteristics are radical innovation, technological vision, courageous decision making, and rational risk-taking. However, it should be noted that the study is entirely based on a single case of Boeing, and makes no comparison with other companies in the aircraft industry.
Fernald, L. W Jr., Solomon, G. T. and Tarabishy, A. (2005)	Review	This article is a review of 136 papers in both fields, in which 8 characteristics common among both successful entrepreneurs and leaders were identified. These characteristics include: the ability to motivate, achievement orientation, creativity, flexibility, patience, persistence, risk-taking, and vision. However, their approach to entrepreneurial leadership is descriptive, and lacks analysis and explanation (Roomi and Harrison, 2011). They do not suggest how to build on the common characteristics, or why entrepreneurs possess them.
Flamholtz, E. G.	Empirical	This article identifies five strategic leadership



(2011)		functions that are important in an entrepreneurial context, namely creating the vision, managing the organisational culture, coordinating operations, overseeing systems development, and leading innovation and change.
Freeman, D. (2014)	Conceptual	This article introduces entrepreneurial leadership as a process.
Freeman, D. and Siegfried, R. L. (2015)	Conceptual	This article examines three important challenges faced by entrepreneurial leaders at start-up: developing a vision, achieving optimal persistence, and executing through chaos. The article also considers three capabilities needed by founders who seek to continue to lead their companies during the growth stage of the entrepreneurial process: strategic thinking, coaching, and self-evaluation. However, this article is entirely conceptual and does not provide empirical data to justify the assertions made.
Galloway, L., Kapasi, I. and Sang, K. (2015)	Conceptual	This article focuses on entrepreneurial leadership from a gender perspective. The authors argue that a better picture of entrepreneurial leadership can be achieved through reference to feminist literature.
Greenberg, D., McKone-Sweet, K. and Wilson, H. J. (2013)	Conceptual	This article, while conceptual, outlines the importance of entrepreneurial leadership within creating new opportunities.
Guo, K. L. (2009)	Conceptual	The article identifies three overlapping areas of core competencies required by health care entrepreneurial leaders, namely (i) system and environment competencies (which include knowledge of the system and stakeholders, as well as the ability to take risks and apply innovative strategies); (ii) organisational competence (consisting of financial quality and risk management skills); and, (iii) interpersonal competencies (which is the development of one's own and others' professional skills through effective communication and motivation). However, the author only reviews past literature to generate a competency model for entrepreneurial health care leadership.
Gupta, V., MacMillan, I. C. and Surie, G. (2004)	Empirical	This article identifies 19 attributes which are classified into five roles: framing the challenge, absorbing uncertainty, path clearing, building commitment, and specifying limits. However, the researchers use GLOBE data not meant for entrepreneurial leadership to explain the phenomenon, and this has been widely criticised for failing to recognise the importance of ethics (Van Zyl and Mathur-Helm, 2007).
Hansson, F. and Mønsted, M. (2008)	Empirical	The article identifies five qualities for research entrepreneurial leadership: charisma, the ability to

		ensure networking in teaching and research, the capability of using external contacts to disseminate research, the capacity to negotiate and develop openings creatively, and the ability to create an environment of self-confidence. However, it should be noted that empirical results were obtained from only two cases in the same Danish university.
Harrison, R., Leitch, C. and McAdam, M. (2015)	Conceptual	This article is entirely conceptual but proposes a gendered study of entrepreneurial leadership, through a review of the entrepreneurial leadership literature and of the current debates on gender and leadership.
Harrison, C., Paul, S. and Burnard, K. (2016)	Empirical	This article identifies the challenges facing entrepreneurial leaders in a developing economy using the retail pharmacy sector in Nigeria. In addition, the authors identified the entrepreneurial leadership attributes they possess.
Haynes, K. T., Hitt, M. A. and Campbell, J. T. (2015)	Conceptual	This article examines the dark side of entrepreneurial leadership. The authors propose a theoretical model of moderated mediation, focused on the effects of greedy and hubristic behaviour by entrepreneurial leaders on the firm's human and social capital. However, empirical data is not provided since it is entirely conceptual.
Henry, C., Foss, L., Fayolle, A., Walker, E. and Duffy, S. (2015)	Review	This article reviews papers on women's entrepreneurial leadership advocating for further scholarly attention.
Hmieleski, K. M. and Ensley, M. D. (2007)	Empirical	These scholars argue that in dynamic environments, heterogeneous top management teams perform better when led by directive leaders, and that those with homogenous setups did better with an empowering leader. However, in stable environments, the reverse was observed, with directive leaders being better suited for homogenous top management teams, and empowering leaders being better suited for heterogeneous ones. However, the study looks at entrepreneurial leadership from an empowerment and directive construct in relation to the followers. The research does not recognise the importance of other dimensions such as opportunity recognition and exploitation which studies have shown to be vital in entrepreneurial leadership (Gupta et al., 2004; Carpenter, 2012).
Hunter, L. and Lean, J. (2014)	Empirical	This article investigates the effects of social capital on the competitiveness of small and medium-sized enterprises, using entrepreneurial leadership as the explanatory variable. Entrepreneurial leadership attributes are highlighted in the model proposed.

		However, the authors fail to distinguish entrepreneurial leadership from transformational, team oriented or value based leadership.
Jones, O. and Crompton, H. (2009)	Empirical	This article is mainly focused on building a model for entrepreneurial leadership which is based on authentic leadership and enterprise logic. It is not really aimed at identifying the essential attributes in entrepreneurial leadership, although there is a mention of the influence of key individuals, communication, delegation, organisational structures, people management, vision, and enactment.
Kansikas, J., Laakkonen, A., Sarpo, V. and Kontinen, T. (2012)	Empirical	This article shows the impact of familiness and entrepreneurial leadership in family businesses in different countries.
Kempster, S. and Cope, J. (2010)	Empirical	The article was aimed at analysing entrepreneurial leadership as a social process. Its focus is on how entrepreneurs learn to lead.
Koryak, O., Mole, K. F., Lockett, A., Hayton, J. C., Ucbasaran, D. and Hodgkinson, G. P. (2015)	Review	This article reviews extant research on entrepreneurial leadership, capabilities and their influence on the growth of small and medium-sized enterprises (SMEs). The authors advocate for more research in smaller organisations and development of dynamic capabilities.
Kuratko, D. F. and Hornsby, J. S. (1999)	Conceptual	The article is entirely theoretical, and identifies specific elements for entrepreneurial leadership: developing the vision, developing innovation, developing venture teams, and providing an entrepreneurial climate in the corporation.
Kuratko, D. F. (2007)	Conceptual	This article is entirely conceptual and similar to that by Chen (2007), who considered the strategic constructs of a firm when describing the characteristics of an entrepreneurial leader.
Lang, J. A. (2013)	Review	This is a general review article that provides theoretical concepts of entrepreneurial leadership. However, it raises suggestions on how to develop leaders who will shape social and economic opportunities.
Leitch, C. M., McMullan, C. and Harrison, R. T. (2009)	Empirical	This article is not focused on the influence of entrepreneurial leadership or on its attributes; rather, it investigates leadership development in SMEs. In addition, the participants in their study were similar in their profile in terms of gender and the capitalization of their businesses, therefore the education and learning that comes from diversity in experience and perspective was not explored in their study.
Leitch, C. M., McMullan, C. and Harrison, R. T. (2012)	Empirical	The article examines entrepreneurial leadership from the context of human, social, and institutional capital, and makes no contribution to the field of entrepreneurial leadership attributes. However, the

		development of human capital is identified as being important in entrepreneurial leadership.
Lewis, K. V. (2015)	Empirical	This article focuses on entrepreneurial leadership from a gender perspective. It explores how entrepreneurial leadership is enacted by a female entrepreneur over a period of time.
Lippitt, G. L. (1987)	Conceptual	In this conceptual piece of work, the author lists six characteristics of an entrepreneurial leader: risk taking, divergent thinking, sharp focus, personal responsibility, economic orientation, and learning from experience. Lippitt goes further to suggest guidelines for developing entrepreneurial leadership: developing one's self understanding; diagnostic skills; learning how to get advice and setting life goals; dealing with adversity; and, coping with change. However, just like most other articles listed in this table, their study is conceptual and does not provide any empirical justification for the acclaimed characteristics and guidelines.
Mapunda, G. (2007)	Empirical	This article examines the role of entrepreneurial leadership in the development of indigenous business enterprises in Tanzania and South Australia. However, the follower's perspective of entrepreneurial leadership was neglected.
McCarthy, D. J., Puffer, S. M. and Darda, S. V. (2010).	Empirical	This article investigates entrepreneurial leadership styles based on interviews with Russian entrepreneurs. The authors suggest that a large majority of these entrepreneurs had adopted an open leadership style. Though the findings are convincing, the authors propose that entrepreneurial leadership style could vary and it is not a specific type of leadership which has been argued by other researchers.
McGowan, P., Cooper, S., Durkin, M. and O'Kane, C (2015)	Empirical	This article focuses on entrepreneurial leadership from a gender perspective. The authors explore the influence of social and human capital in enhancing the emergence of female entrepreneurial leaders.
Mgeni, T. O. (2015)	Empirical	The article shows most CEOs in Tanzania use entrepreneurial leadership style and that there is a significant strong positive correlation between entrepreneurial leadership style and business performance of SMEs in Tanzania.
Middlebrooks, A. (2015)	Conceptual	This article is just a thought piece that introduces the conceptualisation of entrepreneurial leadership. The author does not intend to define the concept.
Nicholson, N. (1998)	Empirical	This article provides a personality profile for entrepreneurial leaders. Being tough minded, unattached by social distractions, being assertive, and

		not getting diverted by curiosity make up such a profile. However, the study views entrepreneurial leadership from a unilateral perspective, and does not consider the effect of followers. In addition, such a trait approach used in the study has been criticised by various researchers as a narrow view (Vecchio 2003).
Ng, W. and Thorpe, R. (2010)	Empirical	The article explores the nature and process of leadership in a mid-sized, family-controlled bank in Singapore. The authors propose that an 'extended' system of leadership involving different levels of managers is required for success. However, it should be noted that entrepreneurial leadership is not distributed or shared leadership as implied by the authors.
Okudan, G. E. and Rzasa, S. E. (2006)	Empirical	This article examines the effect of entrepreneurial leadership courses in developing entrepreneurial leadership behaviour among students. However, it should be noted that no pre-testing of the study was done. In addition, no control sample was used. So although their approach is informative, it is not possible to assess the extent of the impact of the new course in improving entrepreneurial leadership behaviour.
Oliver, T. R. and Paul-Shaheen, P. (1997)	Empirical	The article is mainly aimed at identifying different strategies that leaders in six states in the US used to carry out their entrepreneurial tasks. The study fails to identify essential entrepreneurial leadership attributes.
Papalexandris, N. and Galanaki, E. (2009)	Empirical	This article shows a positive impact of entrepreneurial leadership on employees' satisfaction, motivation, commitment, and effectiveness. However, the study uses questionnaires developed from the GLOBE study which were not meant originally for this research, and which could affect the validity of their findings.
Pashiardis, P. and Savvides, V. (2011)	Empirical	This article shows the impact of entrepreneurial leadership in Cyprus, a society which is still undergoing transition. It suggests that entrepreneurial leadership is relevant only in the external context (such as developing networks with parents and the community, and acquiring resources). They argue that instructional leadership involves the internal dynamics of vision building and communication. However, research has shown that entrepreneurial leaders are indeed vision builders and effective communicators (Darling and Beebe, 2007).
Patterson, N., Sharon, M. and Turner, J. (2012a)	Conceptual	These articles mainly focus on entrepreneurial leadership from a gender perspective.
Patterson, N., Sharon, M. and Turner, J. (2012b)	Empirical	

Pihie, Z. A. L, Asimiran, S. and Bagheri, A. (2014)	Empirical	The article examines the relationship between principals' entrepreneurial leadership practices and school innovativeness through the teachers' perspectives. The authors found a significant correlation between teachers' perceptions of school principals' entrepreneurial leadership practices and school innovativeness.
Pihie, Z. A. L. and Bagheri, A. (2013)	Empirical	This article shows that the entrepreneurial leadership behaviour of principals have a significant positive impact on teachers' perception of the school's organisational innovativeness. However, the study only examines a principal's entrepreneurial leadership behaviour from the singular perspective of the teacher. It may be more accurate to view entrepreneurial leadership from a dual perspective of both the teacher and the principal. The quantitative instrument used had a discriminant issue in terms of measuring the components of entrepreneurial leadership; hence this could affect the validity of their findings.
Renko, M., Tarabishy, A., Carsrud, A. L. and Brannback, M. (2015)	Empirical	The authors developed a scale for measuring entrepreneurial leadership based on the follower's perspective, but did not consider how leaders perceive leadership abilities.
Roomi, M. A. and Harrison, C. (2011)	Review	This article mainly reviews past literature on entrepreneurial leadership, especially on entrepreneurship teaching and development. The authors prescribe suggestions on entrepreneurial leadership development, but provide no statistical validation of their assertions.
Ruvio, A., Rosenblatt, Z. and Hertz-Lazarowitz, R. (2010)	Empirical	This article shows that vision is an important entrepreneurial leadership attribute in both profit-making and non-profit organisations. However, it should be noted that they used a self-assessment tool to gather data from the entrepreneurs; a multi-perspective stance may have been more suitable.
Santora, J. C., Seaton, W. and Sarros, J. C. (1999)	Empirical	This article focuses on the impact of entrepreneurial leadership and change in a Hispanic community-based non-profit organisation. The authors put forward that entrepreneurial leadership is vital to the success of non-profit based organisations. However, only a single case is used.
Siddiqui, S. (2007)	Empirical	This article focuses on seven suggested groups of entrepreneurial leadership traits: subordinate factor, intelligence, physical factor, action, nerve, task, and innovation. However, the author fails to recognise that traits could be innate and might not be easy to learn.

Strubler, D. C. and Redekop, B. W. (2010)	Empirical	This article examines entrepreneurial leadership from a human resources stance, and the authors assert that innovation, hard work, a sense of fun, and team spirit will make employees more motivated and productive. However, Carlson is the only entrepreneur considered in their study; more successful entrepreneurs from different sectors may have added more value to their research on entrepreneurial leadership.
Sundararajan, M., Sundararajan, B. and Henderson, S. (2012)	Empirical	This article focuses on the impact of entrepreneurial leadership and the authors propose a spiritual entrepreneurial leadership model to solve the problem of the high rate of start-up failures. However, their meditative foundation stance is yet to be tested.
Surie, G. and Ashley, A. (2008)	Empirical	This article contributes to entrepreneurial leadership attributes by suggesting that ethics should be embedded among them. However, the authors agree that following ethical standards could be costly in the short term, hence fuelling the debate on whether ethics are really essential.
Suyitno, S., Sonhadji, A., Arifin, I. and Ulfatin, N. (2014)	Empirical	This article shows that entrepreneurial leadership exercised by school principals is characterised by the entrepreneurial values and is important in improving and maintaining good relationship between the school and the internal and external stakeholders.
Swiercz, P. M. and Lydon, S. R. (2002)	Empirical	These scholars investigated high-tech firms to determine whether organisations undergo transition, and they studied leadership competencies required by successful career entrepreneurial leaders. However, they fail to clearly illustrate how these competencies can be developed.
Tarabishy, A., Solomon, G., Fernald Jr, L. W. and Sashkin, M. (2005)	Empirical	The authors examine the impact of entrepreneurial leadership on the development of a strategic posture for an organisation to compete in today's dynamic market. However, they only consider transformational and transactional dimensions, whereas characteristics such as opportunity recognition and exploitation (which have been identified by other researchers as paramount) are neglected.
Tice, B. P. (2005)	Conceptual	This article is essentially a thought piece but it does suggest that to advance the pharmacy profession, entrepreneurial leadership principles must be integrated into pharmacy school curricula and practice, and that incubators should be established.
Van Assche, T. (2005)	Empirical	This study only offers a hypothesis that entrepreneurial leadership is a necessary factor in the international area that requires further testing in other international organisations. However, the author proposes that entrepreneurial leadership requires skilful setting of agendas, popularisation of issues,

		adeptness in devising innovative policies, and making deals that enhances support (as seen in the leadership approach of Jacques Delors).
Van Zyl, H. and Mathur-Helm, B. (2007)	Conceptual	This article puts forward the case for the inclusion of ethics in the entrepreneurial leadership construct developed by Gupta et al. (2004). A model showing the impact of entrepreneurial leadership in business performance is presented, but no empirical evidence is provided.
Vecchio. R. P. (2003)	Conceptual	This article mainly focuses on the treatment of entrepreneurship as a separate study rather than its influence, attributes and development of entrepreneurial leadership.
Wang, C. L., Tee, D. D. and Ahmed, P. K. (2012)	Empirical	This article identifies multi-level factors such as philosophical traditions, cultural values, and organisational, personal and transitional factors, all of which are valuable for determining the impact of entrepreneurial leadership (using two Chinese firms in this case study). The authors claim that entrepreneurial leadership style could be transactional, transformational, benevolent, or situational.
Yousafzai, S. Y., Saeed, S. and Muffatto, M. (2015)	Empirical	This article focuses on entrepreneurial leadership from a gender perspective. The authors show that women entrepreneurial leadership and vision for women entrepreneurship are influenced by institutional conditions.
Yusof, M. and Jain, K. K. (2009)	Empirical	The article shows that the entrepreneurial behaviour of leaders in the university significantly influences organizational renewal, creation and innovation in a university.



Figure 1 Geographical Distribution of studies

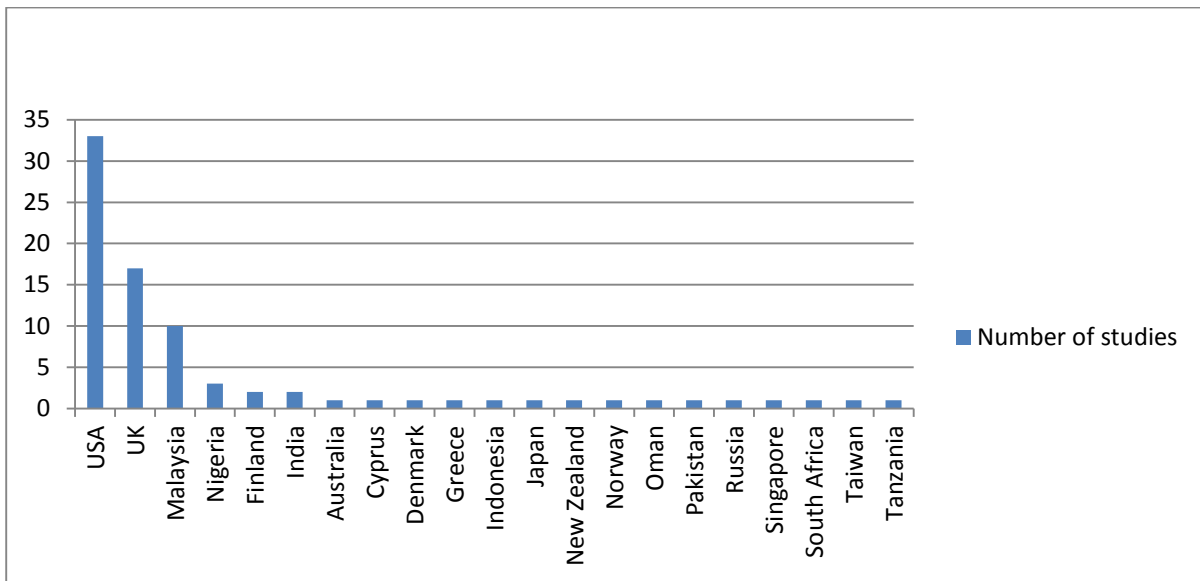


Figure 1.1 Type of Studies

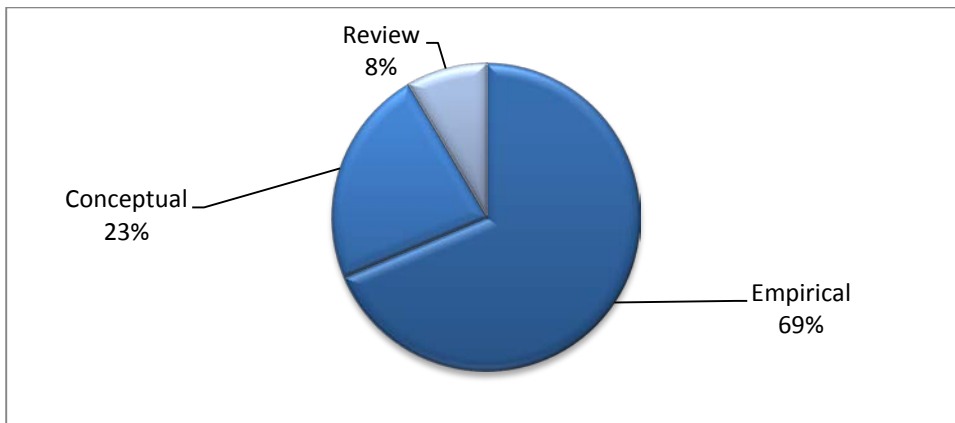


Figure 1.2 Empirical studies

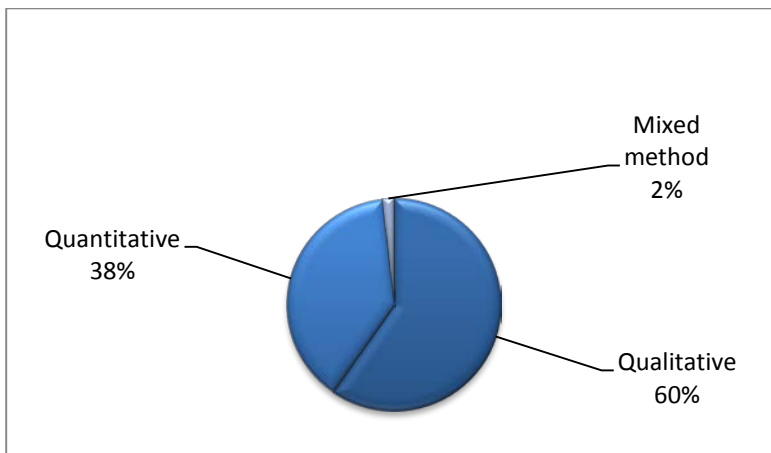


Figure 1.3 Method of Data Collection

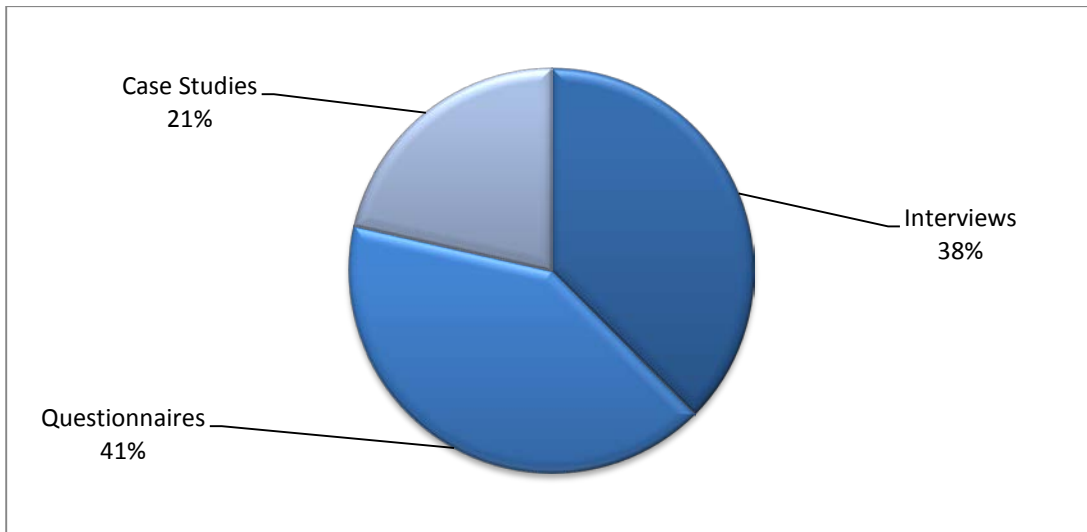


Figure 1.4 Number of papers by five year interval

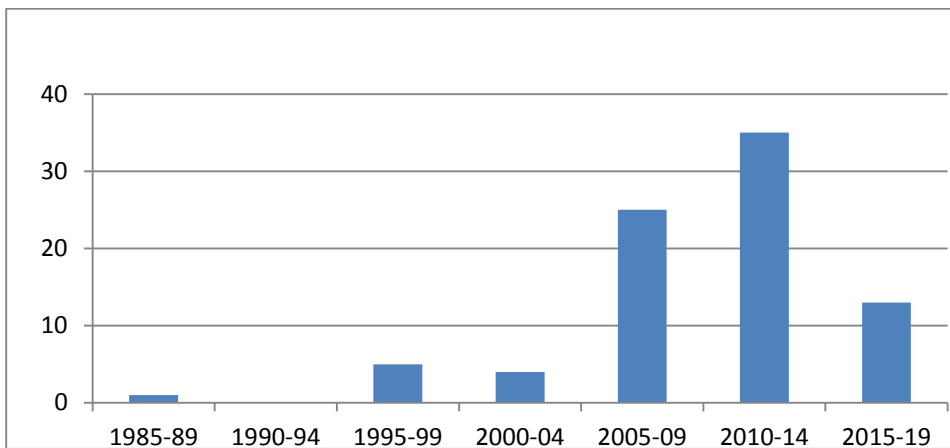


Table 1.3 Journals with the highest number of publications

Journal	Number of Articles
Journal of Small Business Management	8
International Journal of Entrepreneurial Behaviour & Research	3
Journal of Leadership & Organizational Studies	3
Journal of Leadership Studies	3
Human Resource Management Review	2
International Review of Entrepreneurship	2
Journal of Asia Entrepreneurship and Sustainability	2
Journal of Education for Business	2
Journal of Small Business & Entrepreneurship	2
Leadership & Organization Development Journal	2
The Leadership Quarterly	2

Figure 1.5 Top five articles based on citations

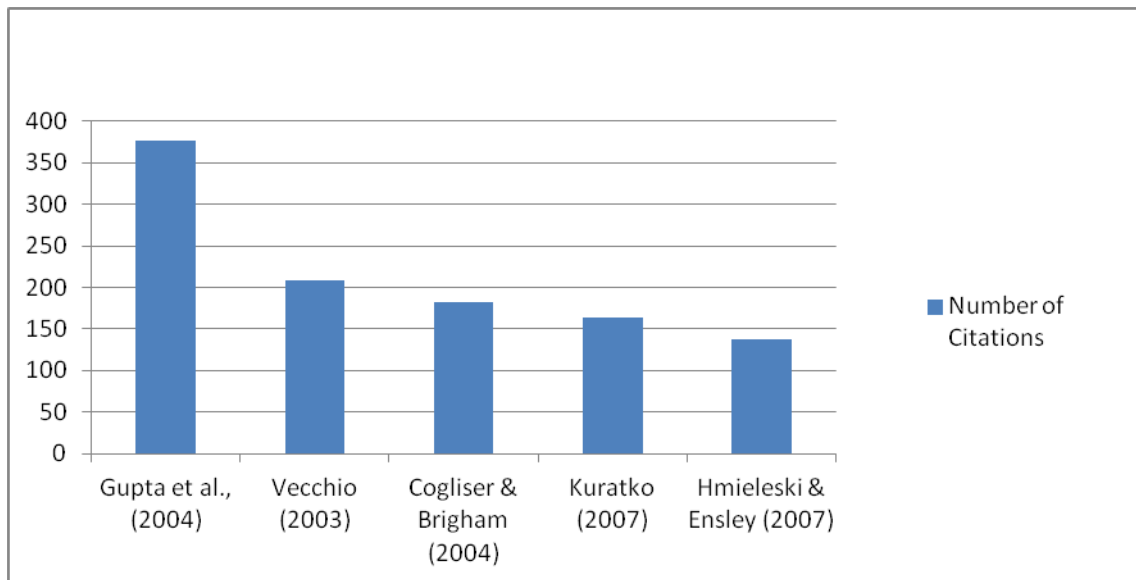


Figure 1.6 Spread of citations by five year interval

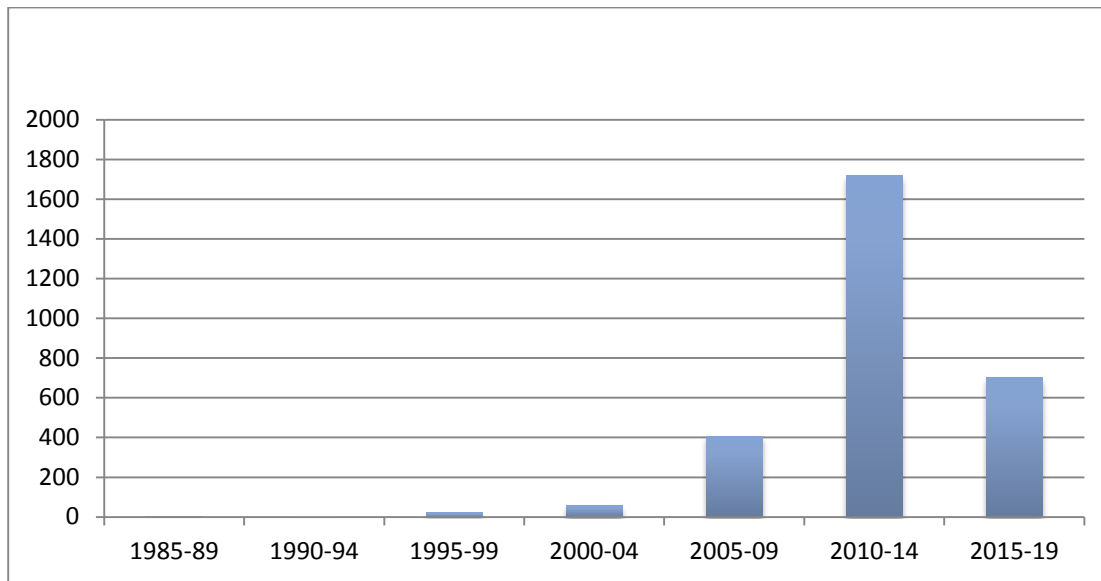


Table 1.4 The influence of entrepreneurial leadership

Achievement of organisational goals (Kansikas et al., 2012)
Adaptability to challenging environments (Abbas, 2014; Freeman and Siegfried, 2015; Harrison et al., 2016)
Creation and capturing of new opportunities (Currie et al., 2008; Darling et al., 2007a; Darling et al., 2007b; Greenberg et al., 2013; Harrison et al., 2016)
Employee satisfaction, motivation, commitment and effectiveness (Papalexandris and Galanaki, 2009; Strubler and Redekop, 2010)
Enhances creativity and innovation (Chen, 2007; Surie and Ashley, 2008; Yusof and Jain, 2009; Arshi, and Viswanath, 2013; Pihie and Bagheri, 2013; Pihie et al., 2014)
Entrepreneurial culture (Coyle, 2014)
Entrepreneurial success (McCarthy et al., 2010; Agbim et al., 2013; Harrison et al., 2016)
Firm performance and growth (Koryak et al., 2015)
Global competitiveness (Van Assche, 2005; Choi, 2009; Hunter and Lean, 2014)
Improved business performance (Van Zyl and Mathur-Helm, 2007; D'intino et al., 2008; Chheda and Banga, 2013; Mgeni, 2015)
Network development and acquisition of resources (Pashiardis and Savvides, 2011)
Organisational effectiveness (Hmieleski and Ensley, 2007; Flamholtz, 2011; Suyitno et al., 2014)
Reduction in high rate of start-up failure (Sundararajan et al., 2012; Freeman and Siegfried, 2015)

Sales performance and customer satisfaction (Agus and Hassan, 2010)
Success of indigenous business enterprise (Mapunda, 2007)
Success of profit and non-profit based organisation (Santora et al., 1999; Ruvio et al., 2010)

Table 1.5 A developing country perspective

Researcher	Developing country studied
Abbas (2014)	Nigeria
Agbim et al. (2013)	Nigeria
Agus and Hassan (2010)	Malaysia
Arshi and Viswanath, (2013)	Oman
Chheda and Banga, (2013)	India
Chen (2007)	Taiwan
Harrison et al. (2016)	Nigeria
Mapunda (2007)	Tanzania
Mgeni (2015)	Tanzania
Pihie and Bagheri (2013)	Malaysia
Ruvio et al. (2010)	Israel
Suyitno et al. (2014)	Indonesia
Van Zyl and Mathur-Helm (2007)	South Africa

Table 1.6 Papers identifying attributes of an entrepreneurial leader

Authors	Attributes
Agbim et al. (2013)	Strategic factors namely; vision, predicting future problems, holistic view, flexibility, opportunism, risk taking, exploring environmental changes, ability to illustrate future events, economic intuition, ability to deal with unforeseen circumstances. Communicative factors namely; persuasion, empathy, avoiding destructive conflict, active listener, controlling feelings, inspiring confidence, participation, recognising other's emotions. Personal factors namely; emotional stability, creativity, hyperactivity, open minded, modesty, courage, candour, discipline, planning. Motivational factors namely, self-confidence, motivation, understanding the needs of their followers, making constant progress, transfer of positive feelings.
Ahmed and Ramzan (2013)	Same as Bagheri and Pihie (2011a)

Bagheri and Pihie (2009)	Creativity, risk taking and innovativeness
Bagheri and Pihie (2010a)	Ability to communicate, influence, motivation, self-confidence
Bagheri and Pihie (2011a)	Same as Gupta et al. (2004)
Bagheri et al. (2013)	Proactiveness, innovativeness, love for challenges and versatility
Ballein (1998)	Vision, integrity, strategic thinking, decisiveness, risk taking, innovativeness, persistence, team playing, confidence, able to cope with change. Skills such as communication, financial, leadership and coalition building were also identified.
Carpenter (2012)	Takes calculated risk, encourages innovativeness, seizes opportunities, is strategically oriented, ability to allocate resources effectively, ability to motivate others, ethical practice, foresight/intuition, questions assumptions, ability to locate resources, path-clearing ability, confidence building approach, decisive, positive mindset, intellectually stimulated, patient, pattern recognition, shoulders the burden of responsibility, social influence, carries out new combinations, control of resources, creativity, team builder, ability to execute, bargainer, perseverance and understands how technology is used.
Chen (2007)	Risk taking, proactiveness and innovation
Choi (2009)	Vision
Cogliser and Brigham (2004).	Vision, influence, motivation, planning
Currie et al. (2008)	a good understanding of the impact of multiple stakeholders and knowing how to manage them; knowledge of the political landscape and being able to identify and exploit opportunities
Darling et al. (2007a)	Attention through vision, meaning through communication, trust through positioning and confidence through respect.
Darling et al. (2007b)	Same as in Darling et al. (2007a)
Darling and Beebe (2007)	Effective communication
D'intino et al. (2008)	Technological vision, radical innovation, courageous decision making and rational `bet-the company` risk taking
Fernald et al. (2005)	the ability to motivate, achievement orientation, creativity, flexibility, patience, persistence, risk taking and vision
Freeman and Siegfried, (2015)	Strategic thinking, coaching and self-evaluation
Gupta et al. (2004)	Performance oriented, ambitious, informed, extra insight, visionary, foresight, confidence builder, diplomatic, effective bargainer, convincing, encouraging, inspirational, enthusiastic, team builder, improvement-oriented, integrator, intellectual stimulating, positive and decisive.
Guo (2009)	System and environment competencies which involves knowledge of the system and stakeholders as well as the ability to take risks and apply innovative strategies. Organisational competence consisting of financial, quality and risk management skills and finally, interpersonal competencies which involves

	developing self and others through effective communication and motivation.
Hansson and Mønsted (2008)	Charisma, networking, the capability to use contacts externally to disseminate research, capacity to negotiate and develop openings creatively as well as create an environment of self-confidence
Harrison et al. (2016)	Vision, risk-taking and opportunity recognition and exploitation.
Hunter and Lean (2014)	Ambition, performance-oriented, hard work, inspiring, visionary, enthusiastic, extra insight, intuitive, knowledgeable, intellectually stimulating, decisive, confidence-builder, support creativity, motivational/encouraging, foresight, team-builder, integrator, reward/effective negotiator and commitment
Kuratko and Hornsby (1999)	Vision, innovation, developing venture teams and an entrepreneurial climate
Kuratko (2007)	Same as Chen (2007)
Lippitt (1987)	Risk-taking, divergent thinking, sharp focus, personal responsibility, economic orientation and learning from experience
Nicholson (1998)	Tough minded, assertive, unattached by social distractions and not diverted by curiosity
Renko et al. (2015)	Idea generation, risk taking, creativity, passion, vision, innovativeness, challenges the status quo.
Ruvio et al. (2010)	Vision
Siddiqui (2007)	Thoughtful about associates, ability to motivate, trust, action oriented intelligence, capacity to set priorities, physical vitality and stamina, self-belief, need to achieve, flexibility and adaptability, courage, ability to take risks, enthusiasm and innovation
Strubler and Redekop (2010)	Innovation, hard work, a sense of fun and team spirit
Surie and Ashley (2008)	Ethics
Swiercz and Lydon (2002)	Functional competencies based on operations, marketing, finance and HR and Self competencies such as intellectual integrity, move from 'me' to we, speak to the oracle and create a sustainable organisation.
Van Assche (2005)	Skilful setting of agenda, popularisation of issues, adeptness in devising innovative policies and making deals that enhances support
Van Zyl and Mathur-Helm (2007)	Ethics

Table 1.7 Attributes of entrepreneurial leaders identified in the literature

<b>Attributes</b>	<b>Various Descriptions</b>
Accepts responsibility for action	Internal locus of control expects and creatively copes with internal and external confrontation.
Achievement orientation	Performance oriented, improvement oriented
Ambitious	Goal oriented
Challenges the status quo	Love for challenges, questions assumptions
Charisma	Candour, unique gift of charisma
Creativity/innovation	Skilful setting of agenda, popularisation of issues, adept in developing innovative policies, making deals that enhances support
Decision making	Sharp focus, decisive
Effective communication	Connection, clarity, persuasion, empathy, avoiding destructive conflict, active listening, inspiring confidence, participation, recognising others emotions.
Emotional stability	Unattached by social distractions, not distracted by curiosity, positive, controlled feelings, self-evaluation
Encouraging	Caring, thoughtful about associates, transfer of positive feelings, having a sense of fun, coaching
Ethical	Integrity, consistency
Flexibility	Versatility, diplomatic, open minded
Influence	Convincing, motivation, inspirational, self-confidence, making constant progress
Knowledge	Operations, marketing, HR, financial, quality and management skills, intellectual stimulating and integrity, informed, knowledge of the political landscape, economic orientation, impact of multiple stakeholders, intelligence, ingenuity, understanding how technology is used
Modesty	
Need for power	Desire for control.
Passion	Enthusiastic
Patience	
Perseverance	Persistence
Physical stamina	Hard work, hyperactivity
Planning	Create a sustainable organisation, effective bargainer, develop venture teams, entrepreneurial climate and culture, leverage human and social capital, develop a global mind-set, negotiator, capability to use external contacts and acquisition of resources
Proactiveness	Opportunity identification and exploitation,



	action, assertiveness
Risk taking	Calculated risk taking, rational `bet-the company` risk taking
Role modelling	
Strategic thinker	Intuition, extra insight
Team builder	Move from me to we
Tough minded	Discipline, tenacity, dominance
Trust	Capacity to win and hold trust, trust through positioning.
Vision	Vivid imagination, foresight

Table 1.8 Papers associated with entrepreneurial leadership development

<b>Authors</b>
Abbas (2014)
Bagheri and Pihie (2009)
Bagheri and Pihie (2010a)
Bagheri and Pihie (2010b)
Bagheri and Pihie (2011a)
Bagheri and Pihie (2011b)
Bagheri and Pihie (2012)
Bagheri et al. (2013)
Freeman and Siegfried (2015)
Harrison et al. (2016)
Kempster and Cope (2010)
Lang (2013)
Leitch et al. (2009)
Leitch et al. (2012)
Okudan and Rzasa (2006)
Roomi and Harrison (2011)
Tice (2005)