Entrepreneurial leadership

Leadership is becoming more and more important as a process that enables teams to engage in collective creativity towards the best possible (novel, relevant, valuable) outcome. Such leadership practices are relevant to make room for and support entrepreneurship and innovation that, by now, is a more and more collective process. In this short piece Daniel Hjorth, academic co-director of the Entrepreneurship Platform, focuses on the particularly entrepreneurial qualities or acts that are part of this way of leading.

Entrepreneurial leadership [1]

EDITORIAL Leadership is becoming more and more important as a process that enables teams to engage in collective creativity towards the best possible (novel, relevant, valuable) outcome. Indeed, for this, the jazz legend Miles Davis' relational techniques on stage, making space for new creative actions to emerge, provides a great example. But also the shared leadership practices of string quartets [2] that implicate everyone in every moment of the creative process towards a synergistic whole. We have previously suggested that these practices are relevant to entrepreneurship and innovation as a typical, postindustrial, collective creation process. Here I'd like to focus a bit more on the particularly entrepreneurial qualities or acts that are part of this way of leading.

My point is that the industrial economy was a predominantly managerial economy, in which the distinction between management and leadership almost withered. Many are the books (see e.g. Yukl's or Kotter's work) that downplay the importance of differentiating between management and leadership. Postindustrialism is characterized by re-calibrating businesses towards innovation, and the entrance of the entrepreneurial upon the organizational stage. This means a slightly schizophrenic organization, that needs to be great at both controlled processes of production with focus on economic efficiency (the main domain of management), and pro-rolled processes of innovation with focus on generating superior new value for existing or new customers (the main domain of entrepreneurship). This also means a new balance has to be found and continuously reset, namely the relative emphasis on a managerial and/or an entrepreneurial mode of organizing. This is the re-emergence of a need for leadership, and I suggest to call this entrepreneurial leadership.

Collective creativity can be understood if we think it through the concept "ensembling". Ensembling describes a highly interde-
even the maker. Such acts become increasingly probable when a group of individuals with heterogeneous skills is given space to play through entrepreneurial leadership. Such leadership means you lead in order to become led; be inspired, surprised, moved, called to action. Entrepreneurial leadership is thus also a process of creating leaders.

The postindustrial innovative economy requires that the management-component in leadership is toned down to make space for the entrepreneurship-component. Entrepreneurship, like leadership, is not primarily economic acts, but a visionary and relational making of space for collective creativity (creativity that also generates economic opportunities and value). Entrepreneurial leadership is then not about producing consumers of your ideas, but about creating a co-creative ensemble with collective leaderships capacity, which is mobilized to act in ways that enlarge opportunities for all involved.

Daniel Hjorth
Professor and academic co-director
The Entrepreneurship Platform
Copenhagen Business School

[1] This text builds on a section of a previously published piece on collective leadership, written together with Shannon Hessel and Robert Austin.