

**Goodman**  
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**Brock University**

# Welcome to Business Breathers

## **Entrepreneurial Leadership: Thrive not just survive crises**

Dr. Shawna Chen  
Associate Professor,  
Brock University

**Taking businesses, careers and ideas to the next level**

# Entrepreneurial Leadership

Dr. Shawna Chen  
Associate Professor, Brock University

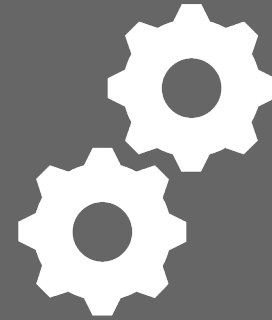
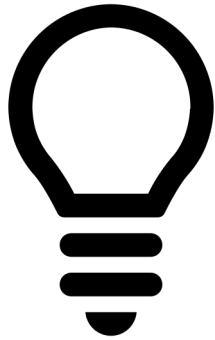


# Innovation vs. Execution



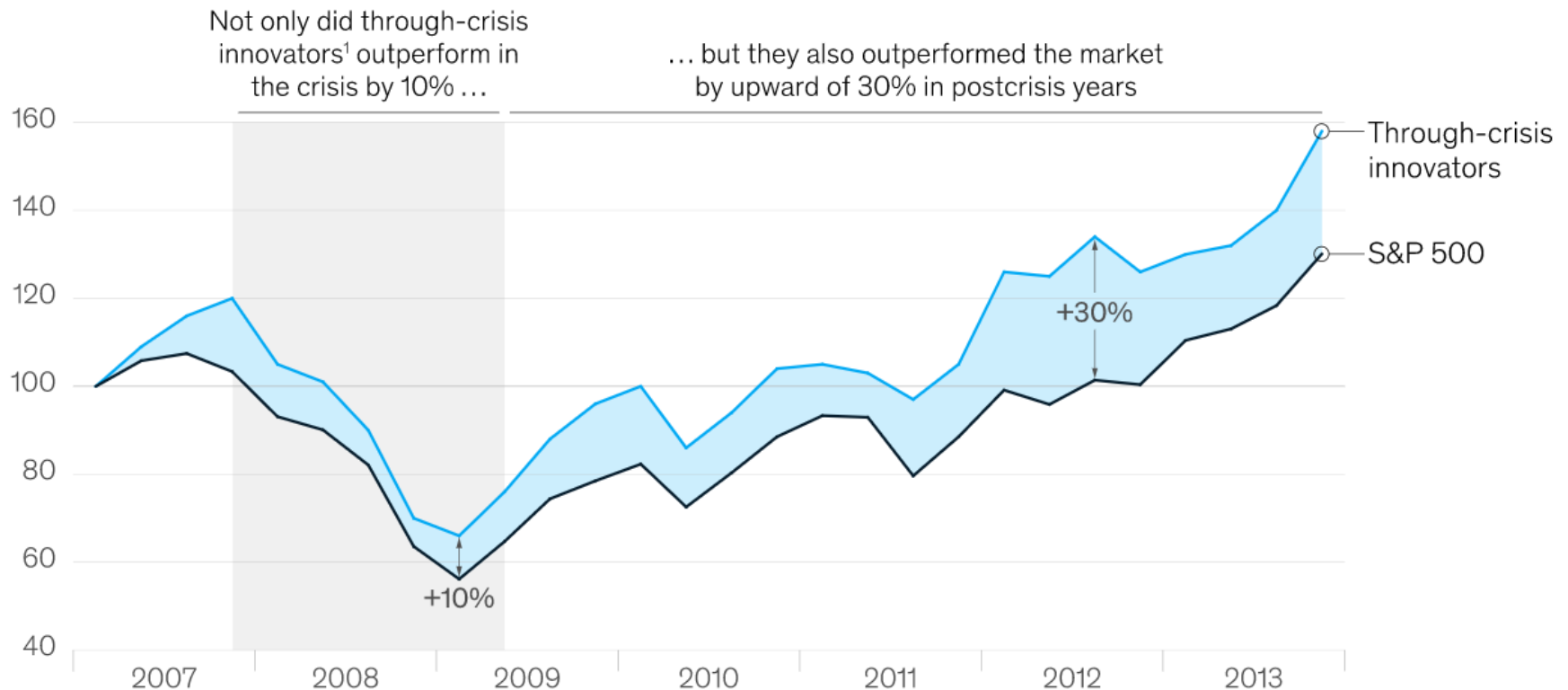






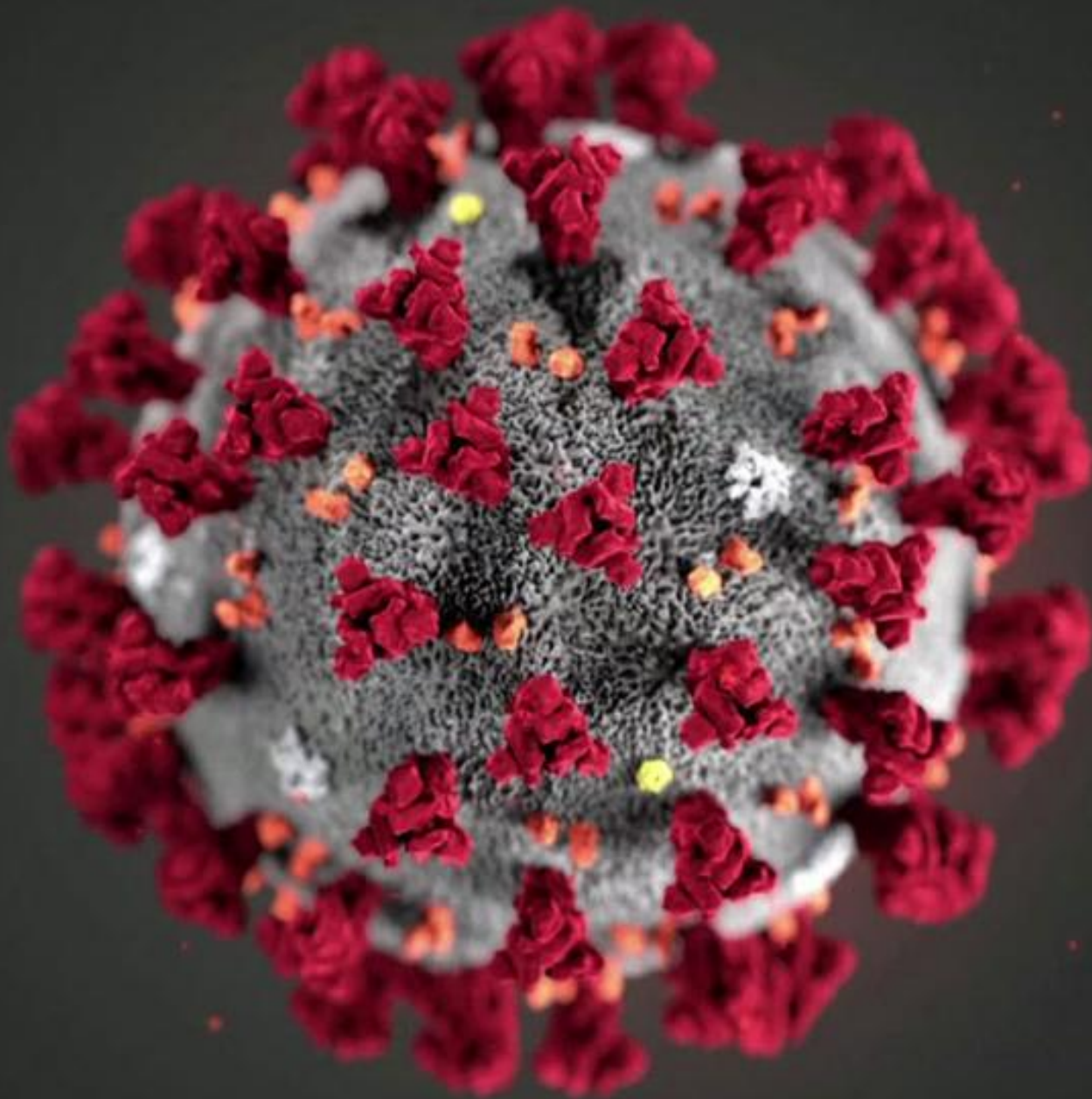
# History suggests that companies that invest in innovation through a crisis outperform peers during the recovery.

Normalized market capitalization, index (Q1 2007 = 100)



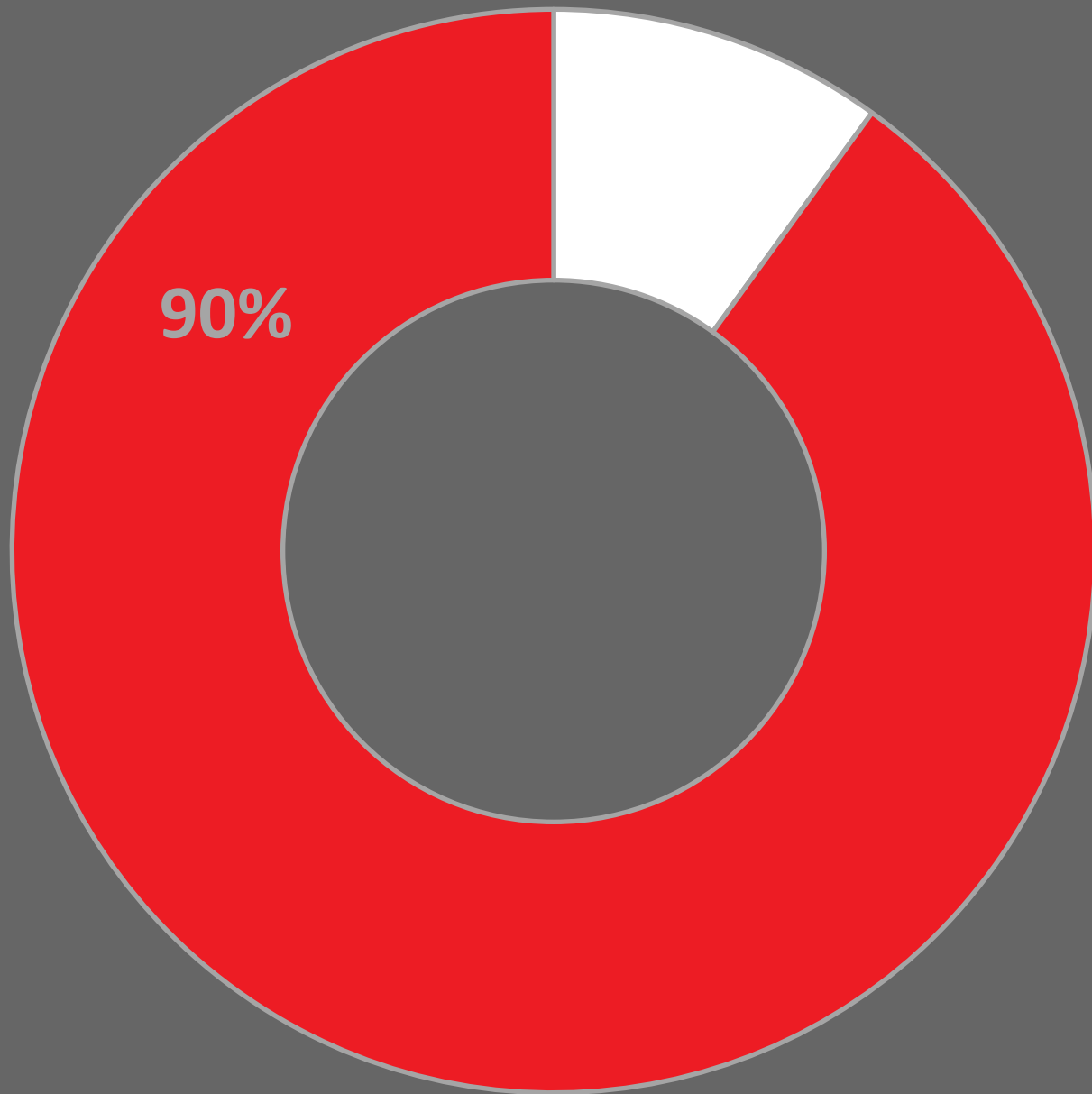
<sup>1</sup>Identified as companies on the *Fast Company* World's 50 Most Innovative Companies list for  $\geq 2$  years through a crisis, normalized to 2007.



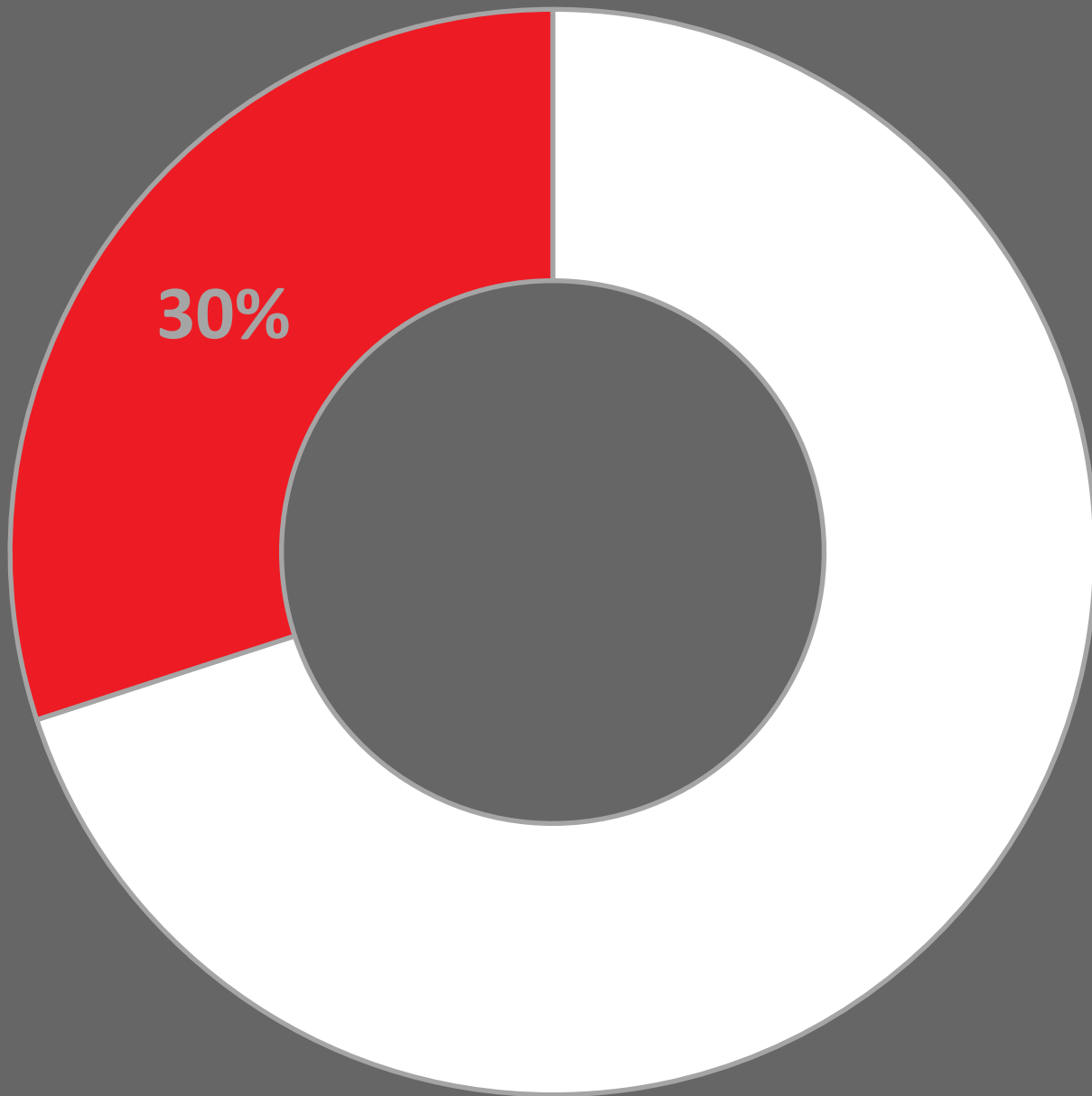




References: ILO News (2020, June 30). As jobs crisis deepens, ILO warns of uncertain and incomplete labour market recovery. International Labour Organization. [Link](#).  
Statistics Canada (2020, June 5). Measuring labour market impacts as COVID-19 restrictions gradually ease. [Link](#).



Reference: Bar Am, J., et al. (2020, June 17). Innovation in a crisis: Why it is more critical than ever. McKinsey & Company. [Link](#).



Reference: Bar Am, J., et al. (2020, June 17). Innovation in a crisis: Why it is more critical than ever. McKinsey & Company. [Link](#).

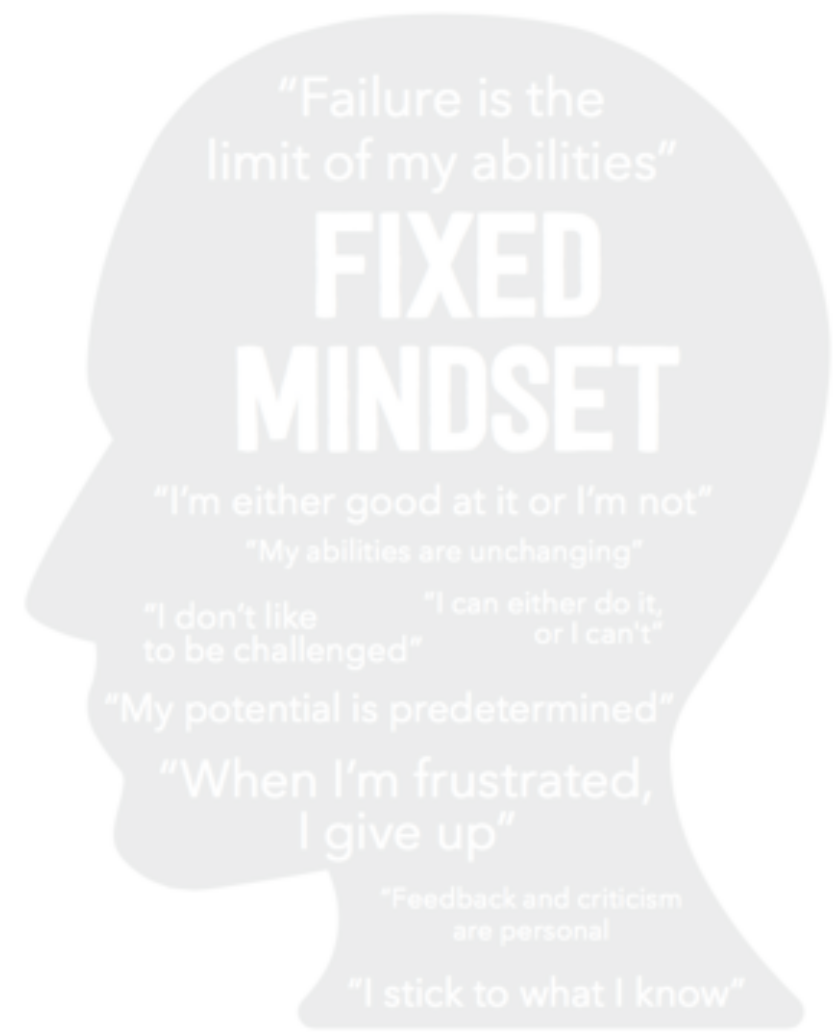


# Entrepreneurial Leadership

distinguishing characteristics

# Think.

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References: Baron, R. A. (2006). Opportunity recognition as pattern recognition. *Academy of management perspectives*, 20(1), 104-119.

Dweck, C. S. (2008). *Mindset: The new psychology of success*. Random House.

Gaglio, C. M., & Katz, J. A. (2001). The psychological basis of opportunity identification: Entrepreneurial alertness. *Small business economics*, 16(2), 95-111.

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# Do.

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References: Bullough, A., et al. (2014). Danger zone entrepreneurs. *Entrepreneurship Theory and Practice*, 38(3), 473-499.

Fisher, G., et al. (2020). Entrepreneurial hustle. *Journal of Management Studies*, 57(5), 1002-1036.

Sarasvathy, S. D. (2001). Shift from economic inevitability to entrepreneurial contingency. *Academy of Management Review*, 26(2), 243-263.

# Be.



# Think. Do. Be.

# Entrepreneurial Leadership

strategies

# Think.



References: Dweck, C. (2016). What having a “growth mindset” actually means. *Harvard Business Review*, 13, 213-226.

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# Do.



## Impact Statement

Means at Hand

Affordable Loss

Action Today

Expand Resources

## Build on What You Learned

References: Christensen, C. M., et al. (2016). The hard truth about business model innovation. MIT Sloan Management Review, 58(1), 31-40.

Neck, H. M., et al. (2019). Entrepreneurship: The practice and mindset. SAGE Publications.

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Sinek, S. (2009). Start with why: How great leaders inspire everyone to take action. Penguin.



Be.



# Entrepreneurial Leadership

organizational culture

**Inspire**  
**Align**  
**Measure**

# Inspire

# Align

**Measure**

# Entrepreneurial Leadership

predict or create the future?

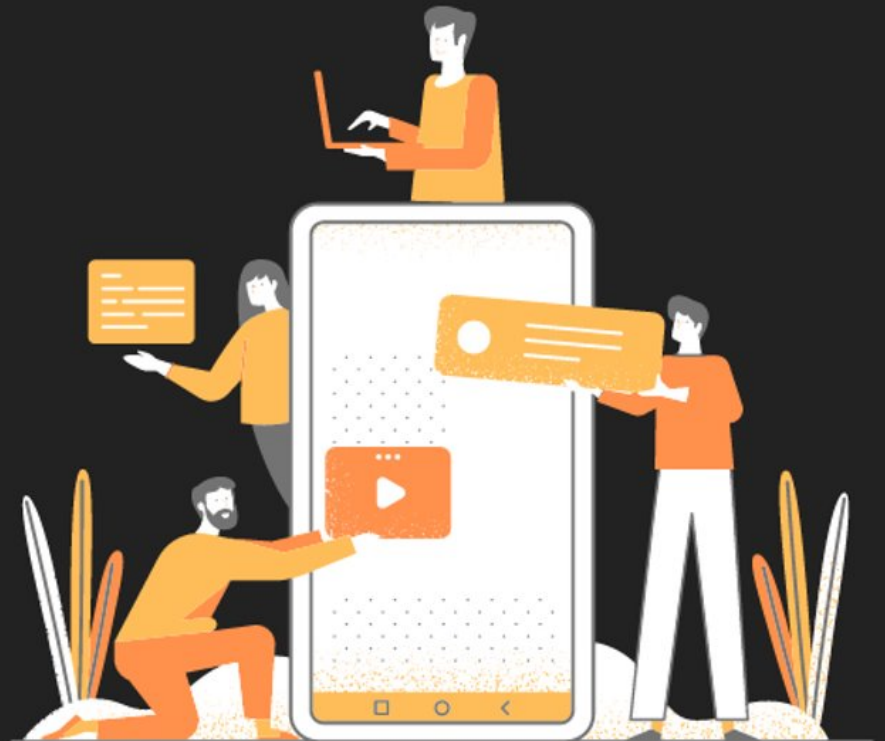
**If I can control the future,  
I do not need to predict it.**



# Guide an entrepreneur!

THINK. DO. BE

*Tell  
your  
contacts*



# Entrepreneurial Leadership

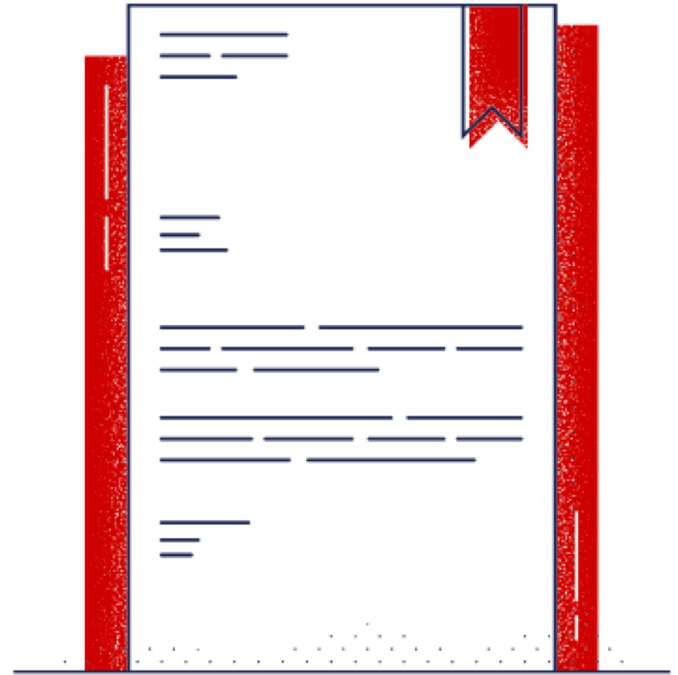
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Associate Professor, Brock University



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Thank you for joining us.

Join us next Wednesday for “Who we are  
and who we can be: An important strategic  
reflection in times of disruption”  
with Dr. Zafar

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