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# A New Take on Entrepreneurial Leadership

What is an entrepreneur? Many associate the term with organizational structure or venture creation. However, [Dr. Scott Taylor](#), professor of organizational behavior and the Arthur M. Blank Endowed Chair for Values-Based Leadership at The Blank School at Babson College, defines an entrepreneur as a catalyst for change.

In this context, anyone interested in leading and influencing others can embrace being an entrepreneur.

Dr. Taylor views entrepreneurial leadership as a behavioral model grounded in empathy and self-awareness. Entrepreneurial leaders are socially-emotionally competent people who promote autonomy (agency); confidence (an enabled actor); and relatedness (relational perspective) among those they influence. By acting entrepreneurially, these leaders encourage intrinsic motivation in others and willingly assist all. The result is a flatter, entrepreneurial leadership culture of intrinsically motivated individuals grounded in trust and safety, along with mutually agreed upon, understood and practiced norms.

To help develop these skills, Dr. Taylor designed the following role-play activity which he presented at a recent conference for the Consortium for Research on Emotional Intelligence in Organizations (CREIO).

With Dr. Taylor's permission, t2pRI is sharing this



exercise. We invite you to use it in your organizations and important relationships.

### **Entrepreneurial Leadership Role-Playing Activity**

*Build self-awareness and practice entrepreneurial leadership by listening and sharing to encourage agency, confidence, and relatedness.*

The activity features two roles, a presenter and a listener. Individuals take turns adopting each role.

#### **Presenter Role:**

1. The presenter shares a “highpoint story” (a time when they felt most alive, most engaged, or most proud of their performance in the context of their life or career).
2. The presenter then shares the “one word” that best defines their ideal self and a story to support their word choice. This step springboards from the University of the Pacific’s One Word Project which invites people to imagine replacing their given name with one word that depicts their ideal aspiration of themselves. This word is how others would address them moving forward. For additional context, watch the short [U of the Pacific’s One Word Project video](#).

#### **Listener Role:**

1. The listener engages in active listening with the presenter (i.e., practicing empathy), noticing verbal and nonverbal cues; paying attention to themes and patterns in what is communicated.
2. The listener shares their responses to the following three questions. Ensure answers are based only on what the presenter shared

during the activity versus including information previously known about the presenter.

- What is one admirable quality about this person?
- What strengths are evident in this person?
- What does this person seem to value?

**Presenter Role:**

1. Following the activity, the presenter journals anything the listener said that surprised them and/or they found themselves deflecting.

Dr. Taylor frequently uses this activity with leaders and executives. We think you'll be pleasantly surprised by the activity's impact and outcomes for yourself and for building mutual understanding and trust within a group.

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