

2009-11

# The Relationship of Mainstream Leadership Styles to Entrepreneurial Orientation

Politis, John D.

---

<http://hdl.handle.net/11728/7299>

*Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository*

**The Proceedings  
of the  
5th European Conference  
on Management Leadership  
and Governance**

**Hellenic American University and  
the Atexcelixi Conference Centre  
Athens, Greece**

**5-6 November 2009**

Edited by

John Politis  
Higher Colleges of Technology, Dubai  
United Arab Emirates

Copyright The Authors, 2009. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

Further copies of this book and previous year's proceedings can be purchased from <http://academic-conferences.org/2-proceedings.htm>

ISBN: 978-1-906638-54-2 CD

Published by Academic Publishing Limited  
Reading  
UK  
44-118-972-4148  
[www.academic-publishing.org](http://www.academic-publishing.org)

# The Relationship of Mainstream Leadership Styles to Entrepreneurial Orientation

John Politis<sup>1</sup> and Denis Politis<sup>2</sup>

<sup>1</sup>Higher Colleges of Technology, United Arab Emirates

<sup>2</sup>Imperial College London, UK

**Abstract:** The objective of this paper is to empirically examine through an industry survey the influence of various leadership styles and behaviours on the dimensions of entrepreneurial orientation – innovativeness, pro-activeness and risk-taking – in an established company. The findings support that both people-oriented and task oriented leadership styles are important constructs in predicting firms' entrepreneurial orientation. Moreover, it was found that opportunity as opposed to obstacle-type thought patterns could positively and significantly affect forward-looking perspective and entrepreneurial orientation. Finally, self-leadership natural reward strategies were found to have no influence on the dimensions of entrepreneurial orientation; hence, they are not important factors in shaping up organisation's entrepreneurial behaviour as previously thought by proponents of self-leadership.

**Keywords:** Entrepreneurial orientation, consideration, initiating structure, self-leadership, self-management transformational/transactional leadership