DEVELOPMENT OF ENTREPRENEURIAL LEADERSHIP COMPETENCIES: THE CASE OF CEOs OF MID-SIZED KENYAN COMPANIES

BY

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DECLARATION

This Doctoral thesis is my original work and has not been submitted either in any form to this University or any other for a degree.

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The Doctoral thesis has been developed under our guidance and has been submitted for examination with our approval as the University supervisors

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DEDICATION

This work is dedicated to my children: Ngigi Jnr, Wangechi Ngigi and Nyambura Ngigi.

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ABSTRACT

This thesis analyses how executives operating successful mid-sized companies have acquired their entrepreneurial leadership competencies. The importance of entrepreneurial leadership especially in African economies cannot be overemphasized. Entrepreneurial leadership contributes to development, as entrepreneurship is an important channel to convert innovative ideas into economic opportunities; as the basis for competitiveness through the revitalization of social and productive networks; as a source of new employment; and as a way of increasing productivity and economic growth. As such, the supply of entrepreneurial leaders and development of their entrepreneurial leadership competencies is very important.

Despite the instrumental role played by entrepreneurial leadership in development process and the potential entrepreneurial leadership hold in enhancing firm performance, little research work has been done to understand ways and strategies through which entrepreneurial leadership competencies are acquired and developed in Kenyan context. Research on entrepreneurial leadership in Africa is still embryonic; as a result, most of the studies and literature available is on Western countries. The relevance of that literature notwithstanding, developing countries face a different set of social, economic and political circumstances than their counterparts in developed economies. These differences are rooted in the underlying economies in which they operate and also socio-cultural and geographical variations. This study sought to contribute to the field of entrepreneurial leadership by investigating the ways and strategies through which entrepreneurial leadership is developed among the CEOs of mid-sized companies in Kenya. Closely related and informing this objective, the study also aimed to establish the personal characteristics and motivations of entrepreneurial leaders; identify core entrepreneurial leadership competencies needed by Kenyan CEOs; examine the methods and strategies that Kenyan CEOs employ in developing these competencies and also establish how family and social groups influence entrepreneurial leadership development and choice of strategies in Kenya.

The study used a mixed methods research design which combined three different data collection methods to generate rich primary data, which were then subjected to both quantitative and qualitative analysis. This study used primary data obtained from CEOs of mid-sized companies and entrepreneurial leadership experts through a survey, case studies and delphi methods. The combination of these methods was intended to help improve the validity of results and also allow for complementarity in data collection for the purposes of attaining high levels of completeness.

The research established that the top entrepreneurial leadership competencies are: Innovativeness; proactiveness; being decisive; adaptability and flexibility; foresight; risk taking; being ambitious and performance oriented; ability to identify and articulate a vision; ethics and integrity; being informed; positive; effective bargainer; having intellectual versatility; emotional intelligence and personal mastery; being improvement oriented and organizational savvy. Others included being independent, being intellectually stimulating, being diplomatic and having global mindset. The study investigated the methods and strategies that can be relied upon to develop, inculcate and harness entrepreneurial leadership competencies. The main methods include mentoring,

coaching and action learning. Other leading methods and strategies include formal education, observational learning and entrepreneurial self-development. In addition, executive lectures, job rotation and case studies are the other ways through which entrepreneurial leadership competencies can be nurtured. The study also found out that family and social groups play a very instrumental role in shaping entrepreneurs. They offer financial, moral and emotional support; they provide a platform for early exposure to business thereby inculcating business acumen at early age; offer knowledge through education system; plays a role in inducting and socializing upcoming entrepreneurs harness the necessary norms and values; some family members are also supportive in entrepreneurial pursuits – they provide financial support especially during start-ups and in case of financial distress; provide moral and psychological support – especially providing conducive environment for relaxation, reinvigoration and rejuvenation after taxing entrepreneurial obligations; they also assist in performing some entrepreneurial duties.

We conclude this work with a call for scholars and experts in the area of entrepreneurship to continuously re-examine the leadership competencies required for success in the dynamic, complex and uncertain competitive business landscape. This is largely because competencies are context specific. This will help to update the key competencies in tandem with the emerging challenges and therefore effectively guide the process of entrepreneurial leadership development especially in regard to necessary competencies to be nurtured and the methods and strategies to achieve that. There is need for sustained investment in research on entrepreneurial leadership competencies. This will provide a framework to state and non-state actors involved in promoting entrepreneurial leadership development among the citizenship.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

CAK	Communication Authority of Kenya
CBS	Circuit Business Systems
CEO	Chief Executive Officer
EABL	East Africa Breweries Limited
EL	Entrepreneurial Leadership
ELD	Entrepreneurial Leadership Development
ELDP	Entrepreneurial Leadership Development Programmes
EO	Entrepreneurial Orientation
EU	European Union
GoK	Government of Kenya
ICT	Information Communication Technology
ICTA	Information Communication Technology Authority
IDS	Institute for Development Studies
KAM	Kenya Association of Manufacturers
KBS	Kenya Bus Company
KenGen	Kenya Electricity Generating Company
KNBS	Kenya National Bureau of Statistics
KPLC	Kenya Power and Lighting Company
KPMG	Klynveld Peat Marwick Goerdeler
LPO	Local Purchase Order
M-ASCA	Mobile Accumulating Savings and Credit Association
MD	Managing Director
MSME	Micro Small and Medium Enterprises
NACOSTI	National Commission for Science, Technology and Innovation
PhD	Doctor of Philosophy
SACCO	Savings and Credit Co-operative
SME	Small and Micro Enterprises
SMS	Short Message Service
UoN	University of Nairobi

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Entrepreneurial activities have contributed to the growth of the economy of many states. The importance of entrepreneurial leadership especially in African economies cannot be overemphasized. Entrepreneurship contributes to national development in multiple ways such as converting innovative ideas into development opportunities; it is the basis for competitiveness especially through the revitalization of social and productive networks; it is a source of new employment; and as a way to increase productivity and economic growth (KNBS, 2016; Raposo et al, 2011; Szirmai et al, 2011). As such, the supply of entrepreneurial leaders and development of their entrepreneurial leadership competencies is very important in enhancing economic development.

It follows, therefore, that identification of competencies that characterize successful entrepreneurial leaders, how these competencies are acquired, nurtured and developed, is critical. If we fully appreciate the role of entrepreneurial leaders, we could focus more on bolstering their capabilities. Such an understanding would enable us to advise government and other development actors on appropriate efforts and strategies of inculcating entrepreneurial leadership in society in order to improve entrepreneurship skills in the society, thus promoting sustainable development ethos and competitiveness in our economy.

For firms in Africa, and specifically in Kenya, to survive in today's global dynamic economy that is characterized by rapid change, uncertainty and competitiveness, they need to utilize all their entrepreneurial resources to facilitate competitive performance. Due to its uniqueness and potential, entrepreneurial leadership has been suggested by scholars as one such key resource, which provides a source of competitive advantage as it is not easily imitable (Kreiser, 2010) and can address the emerging entrepreneurial challenges.

This study aimed at contributing to the field of entrepreneurial leadership by determining viable strategies through which entrepreneurial leadership can be developed among the CEOs of mid-sized companies in Kenya. Closely related and informing this objective, the study also aimed to establish the personal characteristics and motivations of entrepreneurial leaders, identified core entrepreneurial leadership competencies needed by Kenyan CEOs, examined the methods and strategies that can be deployed in developing these competencies. It also sought to establish how family and social groups influence entrepreneurial leadership development and choice of strategies in Kenya. This was done through a thorough examination of the relationships among the entrepreneurial leadership competencies, formal and informal entrepreneurial leadership development processes and strategies, and the entrepreneurial activity construct.

Leadership and entrepreneurship literature provided the key pillars of the theoretical framework guiding this study. According to available literature, discourses on entrepreneurship and leadership have shared the same historical journey. During early stages, the two disciplines focused on personality traits and demographic characteristics to distinguish entrepreneurs and leaders from non-entrepreneurs and non-leaders (Schein, 1993). Afterwards, both disciplines focused on the behavioural factors that entrepreneurs and leaders engage in to successfully influence their followers to achieve a vision (Vecchio, 2003; Schein, 1993). Thereafter, scholars shifted their focus to contextual or situational factors to link the effects of environmental realities in stepping into and participating in entrepreneurship and leadership activities (Antonakis and Autio, 2007). The similarities between the two disciplines led some authors to think of entrepreneurship as a type of leadership in economic and entrepreneurial context (Tarashiby et al, 2005; Vecchio, 2003; Cogliser and Brigham, 2004; Schein, 1993).

Historically, leadership and entrepreneurship were conceptualised as acts by unique and exceptional people (Lounsbury, 1998; Andrews, 1998; Sharma et al, 2015). Innovations with significant impact were shown as coming from 'heroic inventors' who had the genius to identify and recognise opportunities. In recent past, the significance of the wider economic and social context of entrepreneurial practice has been recognised and taken

into consideration in research work (Green et al. 1999). Research in leadership field overtime embraced the notion of contingency models of leadership that vary depending with the circumstances (Goleman, 2000; Fielder, 1967; Vroom and Yetti, 1973). There has been extensive research into the role of entrepreneurial networks (Hakansson et al. 1999; Marceau, 1999) and the influence of the environmental context on entrepreneurship (Covin and Slevin, 1991; Bygrave, 1989). In the leadership area there has been a multiplicity of contingency models (Fielder, 1967; Vroom and Yetti, 1973; Goleman, 2000).

It follows, therefore, that it is important to clearly establish how entrepreneurship as a discipline can take advantage of knowledge within leadership discipline in order to understand how entrepreneurs can improve their entrepreneurial leadership capabilities for optimal performance of their firms. It is also important to understand how leadership discipline can benefit from entrepreneurship discipline especially how to cope in highly dynamic, disruptive and competitive environment. This is what necessitated emergence of new paradigm, which is entrepreneurial leadership (Gupta et al, 2004; Cogliser and Brigham, 2004). It can therefore be argued that entrepreneurial leadership is an agglutination of the two fields of study and as such borrows heavily from the two fields.

Antonakis and Autio (2007) argue that an entrepreneur is an agent of social construction who steers the process through leadership behaviour. Leaders and entrepreneurs were for a long time being studied in line with their exhibited traits, skills, and behavioural characteristics. Scholars have over time attempted to define a successful leader or entrepreneur. A common thread in all the definitions is that a leader and entrepreneur influence others toward the attainment of a desired and stated vision and goals. There is also consensus among scholars that leaders are visionary; leaders know their goals and pursue them with passion (Hajek, 1995; Locke & Kirkpatrick, 1995).

The entrepreneurial leader effect (in our study the CEO effect) to firm performance is of great relevance and significance. Our study focussed on the CEOs as their leadership capabilities greatly influence their firm's performance. Some scholars argue that 'CEO

3

effect' on firm performance is higher than that of industry and other firm effects. Scholars have argued that leadership has an important impact on firm performance and survival (Drucker 1954; Collins, 2001; (Barnard, 1938). Top leaders come up with a common strategy that followers are expected to follow in order to achieve the firm's goals (Selznick, 1957; Barnard, 1938). Top leaders infuse an organization with value thereby creating the organization's culture (Schein, 1993). Leaders therefore play crucial roles in deciding an organization's course of action. This is especially so when organizations are facing disruptions as a result of technical and environmental changes (Tichy and Cohen, 1997).

The influence of leadership is leveraged throughout a business firm thereby resulting in a substantial impact on its performance (Rosen, 1990). In addition, mid-sized companies are responsible for most employment growth in emerging economies, thereby having a significant impact on economic growth. Despite these facts, we know very little about the key entrepreneurial leadership competencies required by the CEOs of mid-sized firms in Kenya and how these CEOs acquire and develop their entrepreneurial leadership competencies.

1.2 Research Problem

The factors that influence firm performance have been attracting significant scholarly attention for quite some time. In the last few decades, considerable research output provides a long list of structural, strategic, procedural, managerial, cultural aspects as key antecedents of firm performance (Jing and Avery, 2008). Scholars recognize entrepreneurial leadership as a factor in determining firm performance. Despite the instrumental role played by entrepreneurship in the development process, and the potential entrepreneurial leadership holds in enhancing firm performance, only a few empirical studies have focused on strategies through which entrepreneurial leadership competencies can be acquired and developed in Kenyan context.

Research on entrepreneurial leadership in Africa is still embryonic and most of the literature available is on Western countries. Entrepreneurs in emerging economies like Kenya face a different set of social, economic and political realities than their fellow entrepreneurs in developed countries. The variation in circumstances is deeply rooted in the underlying economies in which they operate and also socio-cultural and geographical realities. Literature from the Western countries suggests that formal training, mentorship, action learning, 360 degree feedbacks, coaching, simulation, executive lecture and job rotation as some of the methods of leadership development. From entrepreneurship literature, scholars identify several methods through which entrepreneurship is developed which include mentorship, coaching, formal training, and experiential learning. In Africa and more specifically Kenya, however, neither the precise ways nor the strategies of entrepreneurial leadership development nor the extent of its existence among business executives has been documented. Without this knowledge, it is rather difficult to identify appropriate mechanisms to enhance entrepreneurial leadership development among Kenyan CEOs or potential CEOs.

Existing studies based on Western economies have made an attempt to identify core entrepreneurial leadership competencies to include identifying and articulating a vision, business insight, leading change and innovation, motivating followers and enhancing creativity and autonomy, coaching followers and communicating effectively (Cheo et al, 2010; Gupta et al, 2004). The main challenge is that attempts to examine these competencies in relation to the particular characteristics and realities of the Kenyan society are limited.

Although some entrepreneurial leadership competencies may be generalizable, the Kenyan business environment may require a unique set of competencies specific to the socio-cultural, political and economic realities. Although Kenya has successful companies, it is not clear the extent to which the CEOs of these companies possess the right combination of entrepreneurial leadership competencies. In addition, it is unclear which method or combination of methods is most suitable and effective in developing the specific entrepreneurial leadership competencies.

5

In addition, scholars have emphasized the influence of socio-cultural environment and background of entrepreneurs in the development of entrepreneurship, specific ways in which family and social groups influence entrepreneurial leadership development and choice of strategy in Kenyan context is unclear. Some researchers argue that individuals learn to be entrepreneurial through their social context, formal education process or through experience. They have also suggested that individuals may be influenced by cultural, societal and institutional settings in acquisition and development of entrepreneurial leadership capabilities (Day, 2001; Kempster and Cope, 2010; Chell, 2008). However, these researchers fail to explore specific ways in which entrepreneur's family and social groupings enhance or inhibit acquisition and development of entrepreneurial leadership competencies or influence the choice of entrepreneurial leadership development strategy.

Kenya is a multicultural society and there are indications that the cultural diversity may have led to variation in dimensions, processes, strategies and application of entrepreneurial leadership development. Some research has been carried out focussing on the linkages between culture and entrepreneurship. These studies have looked at components of entrepreneurial activity as captured by national levels of innovation, regional rates of new firm formation, individualism and power distance (Hayton, 2002; Hofstede, 1984). However, most of these studies assumed that there is existence of a national culture. National culture is largely absent in most African countries (especially Kenya).

What dominates in most of these countries is culture of their disparate, individual ethnic communities, which is what members of these communities are socialized to. The study therefore endeavoured to establish the specific ways in which socio-cultural background, specifically; family and social groups that one belong to influence the entrepreneurial leadership development and choice of strategy of CEOs of mid-sized companies in Kenya.

Scholars recognise entrepreneurial leadership as a factor in determining firm performance. Scholars also recognise that entrepreneurial competencies can be learned.

6

Furthermore, scholars point out that all learning is conditioned/affected by social, economic and political realities. Entrepreneurs in developing economies like Kenya face a different set of social, economic and political realities. Scholars in Western countries have identified a variety of competencies needed by entrepreneurial leaders and methods used in acquiring and nurturing these competencies. We do not know, however, whether either the necessary competencies or the methods of acquiring and developing them are the same in Kenya as in places where research has already been done. There is therefore an urgent need for scholarly understanding of entrepreneurial leadership development construct in Kenyan context.

1.3 Research Questions

The overall research question that this study aimed to answer was: "In what ways and through what strategies are entrepreneurial leadership competencies acquired and developed among the CEOs of mid-sized companies in Kenya?" The study therefore addresses the following five specific research questions:

1) What are the personal characteristics and motivations of CEOs of mid-sized companies in Kenya?

2) What are the key entrepreneurial leadership competencies required for CEOs in Kenya?

3) What are the methods and strategies used to develop the specific entrepreneurial leadership competencies among the CEOs of successful mid-sized companies in Kenya?

4) To what extent and why are some methods of entrepreneurial leadership development more useful than others?

5) How does entrepreneur's family and social group influence the entrepreneurial leadership development process and choice of strategy?

1.4 Study Objectives

The broad aim of the study was to develop a comprehensive entrepreneurial leadership development framework. The overall research objective was to establish ways and strategies through which entrepreneurial leadership competencies are developed among

CEOs of successful mid-sized companies in Kenya. The specific objectives of the study were to:

1) Identify personal characteristics and motivations of CEOs of mid-sized companies in Kenya;

2) Establish the key entrepreneurial leadership competencies required for CEOs in Kenya;

3) Examine the methods and strategies used to develop the specific entrepreneurial leadership competencies;

4) Investigate the extent and reason(s) why some methods and strategies of entrepreneurial leadership development are more useful than others;

5) Establish how an entrepreneur's family and social groups influences the entrepreneurial leadership development process and choice of strategy.

1.5 Significance of the Study

The findings of this study provide insights, contribute to and inform theoretical and empirical debates in the area of entrepreneurial leadership development. It also has implications for the practice of entrepreneurship in general. Relevant to issues above, this study came up with a comprehensive framework pertaining entrepreneurial leadership development. This study therefore has contributed to a better understanding of how entrepreneurial leadership competencies can be acquired and developed.

1.6 Organisation of the Thesis

The thesis is organised in eight chapters as follows:

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Methodology

Chapter 4: Personal Characteristics and Motivations of the CEOs

Chapter 5: Entrepreneurial Leadership Competencies

Chapter 6: Development of Entrepreneurial Leadership Competencies

Chapter 7: Family and Social Groups in Entrepreneurial Leadership Development

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on relevant literature on entrepreneurial leadership development. The chapter is divided into three parts. Part one is on the theoretical literature focusing on entrepreneurial leadership development. The theoretical literature is heavily borrowed from leadership and entrepreneurship literature. This is mainly because entrepreneurial leadership is an agglutination of the two fields of study and as such borrows heavily from the two fields. Part two present empirical literature which focuses on entrepreneurial leadership competencies, entrepreneurial leadership competencies development and influence of the family and social groups on entrepreneurial leadership development. Lastly, part three presents the study conceptual framework.

The main aim of this chapter is to put entrepreneurial leadership development into context by establishing its theoretical and conceptual underpinnings. As noted earlier, the main objective of this study was to establish ways and strategies through which entrepreneurial leadership competencies are developed among CEOs of successful mid-sized companies in Kenya. The specific objectives of the study were: to identify personal characteristics of CEOs of mid-sized companies in Kenya, establish the key entrepreneurial leadership competencies required for CEOs in Kenya, examine the methods and strategies used to develop the specific entrepreneurial leadership competencies, investigate the extent and reason(s) why some methods and strategies of entrepreneurial leadership development are more useful than others and to establish how family and social groups influences the entrepreneurial leadership development process and choice of strategy.

2.2 Theoretical Literature Review

2.2.1 Entrepreneurship and Leadership

Entrepreneurship and leadership are two fields of research that are well established but not often studied together. Some authors look at leadership and entrepreneurship as two separate constructs. However, they identify conceptual differences and overlaps between

leadership and entrepreneurship (Cogliser and Brigham, 2004; Fernald, 2005). Figure 2.1 provides a summary of the conceptual overlaps and differences of leadership and entrepreneurship constructs.

Figure 2.1: Conceptual Overlaps and Differences of Entrepreneurship and Leadership

Entrepreneurship   Leadership

| Locus of control | Vision, Influence Intelligence&cognitive ability Risk taking/ acceptance Innovation Planning/strategic initiatives Problem solving Decision making Personal drive | Communication and social skills |

Locus of control

Tolerance of
ambiguity

Need for
independence

Identification of
Opportunities

Belief in control of
events

Vision,
Influence
Intelligence&cog
nitive
ability
Risk taking/
acceptance
Innovation
Planning/strategi
c initiatives
Problem solving
Decision making
Personal drive

Communication and
social skills

Physical traits

Honesty and
integrity
Inspiring trust
Genuine interest in
others
Dependability

Entrepreneurial Leadership

Source: Adapted from Perren (2000)

Leadership is more linked to conceptual building blocks that relate to people especially communication and social skills, whereas entrepreneurship tends to be associated with the personal pursuit for independence and identification and recognition of market opportunities.

10

Perren (2000) argues that entrepreneurship is associated with the following behaviours and traits: need for independence, belief in control of events, ambiguity tolerance, and identification of market opportunities. On the other hand, leadership is more linked to communication and social skills, ability to motivate, dependability, intelligence, honesty and integrity, intelligence and cognitive ability, inspiring trust, knowledge of the business, team orientation behaviours and genuine interest in others.

Cogliser and Brigham (2004) point out that vision, influence, leadership of innovative and creative people, and also planning capabilities as key areas of overlaps between the entrepreneurship and leadership concepts. Vision is the core component in inspiring and influencing followers towards optimal performance or other goal-directed behaviour. Vision attributes that include clarity, brevity, challenge, abstractness, stability, future orientation, and ability to inspire are all related to entrepreneurial venture growth. There is need to motivate followers in order to obtain their passion and commitment for optimal performance. Followers can be motivated though various ways, including: active participation thorough involvement, and a value creation mission. From the various definitions of leadership, there is a commonality, which is the ability of a leader to influence followers towards a specified goal.

Entrepreneurs identify and recognise business opportunities. They go ahead and put together resources to implement their vision. They persuade and make inspirational appeals to their internal and external publics. They are likely to be successful if the pursuit is legitimate and in accordance with the entrepreneur's values and the followers' needs and aspirations. For upward, lateral, and downward influence, persuasion is widely used (Wibbeke and McArthur, 2013).

Innovative and talented employees require unique leadership. A leader should tap on his or her technical expertise and creativity, and should employ both direct and indirect influence strategies (Carroll et al. (2015). Entrepreneurial leadership encompasses idea generation, idea structuring, and idea promotion (Cogliser and Brigham, 2004). The

business environment is complex and dynamic and therefore entrepreneurs must coordinate their activities strategically. Successful entrepreneurs have the mental awareness of future actions to anticipate potential reactions to strategic choices. Further, Fernald et al. (2005) outline a set of characteristics common to both leaders and entrepreneurs to include vision, strategic initiatives, decision-making, problem solving and risk-taking.

According to Zyl and Mathur-Helm (2007), entrepreneurial leadership is a concept that embodies leadership and entrepreneurship. Entrepreneurship is normally associated with a person's orientation towards risk-taking, proactiveness and innovation. Various empirical studies have established links among these qualities and higher firm performance. Leadership on the other hand is seen as more complex. Leadership consists of a psycho-emotive, technical and an ethical dimension. The psycho-emotive dimension assesses the attractiveness of the leaders' influence to followers. The technical dimension on the other hand measures the effectiveness of leaders' influence on their followers. Lastly, the ethical dimension of leadership points to leaders' moral values and behaviour (Zyl and Mathur-Helm, 2007). Figure 2.1 summarises Zyl and Mathur-Helm (2007) argument.

Figure 2.2: The dimensions of entrepreneurial leadership
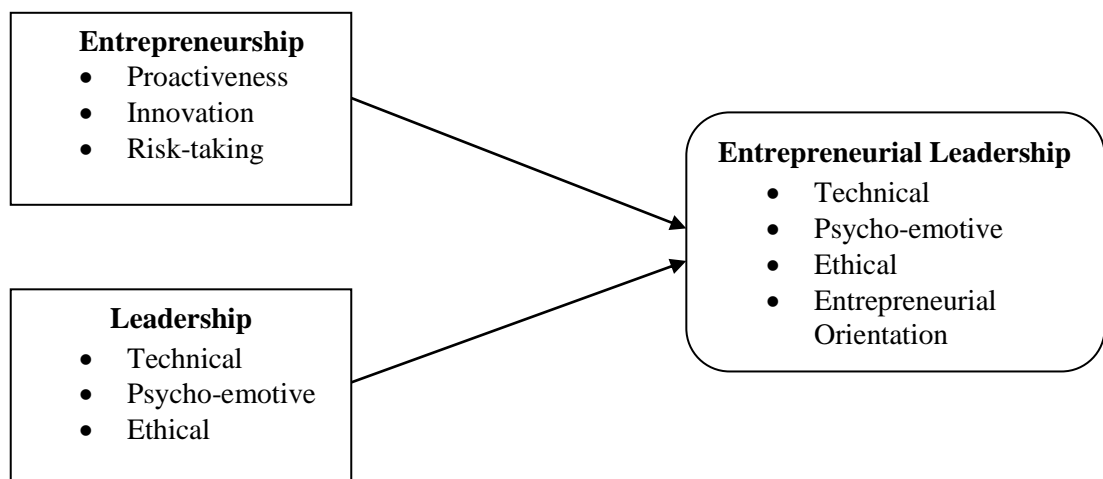
Source: Adapted from Zyl and Mathur-Helm (2007)

Gupta et al (2004) define entrepreneurial leadership as 'leadership that creates visionary scenarios that are used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation'. Their argument is that entrepreneurial leadership encompasses fusing the concepts of leadership, entrepreneurship, entrepreneurial management and entrepreneurial orientation. Fernald et al. (2005) suggest that entrepreneurial leadership is pivotal to firms navigating today's dynamic business territories that are uncharted and unprecedented.

Entrepreneurship scholars have argued that entrepreneurs' ability to expand existing markets, create new ones, and put up entrepreneurial ventures at a fast pace have great impact on the entrepreneurs themselves, firms and global economies (Kurakto, 2007). The rising pressures emanating from the rapid changes that are unfolding in the business arena have necessitated numerous responses from entrepreneurial firms.

The business environment is currently characterized by continuous change. High rate of technological innovation, globalization of production and markets, evolving financial systems and fluctuation in consumer tastes, preferences and demands are some of the factors that have contributed towards the dynamism in the highly competitive environment that entrepreneurs must operate in. There is a competitive remodelling of the ways in which business is conducted. This is meant to enhance the business entity performance; spur its capacity for adaptation; and improve its chances of survival (Fernald et al. 2005).

We can therefore argue that leadership in organizations often plays a critical role and is one of the major drivers of the success or failure of a company (Bass, 1990). Leadership studies show that executive leadership can account for up to 45 percent of an organization's performance (Day and Lord, 1988). Many studies show that leadership does make a difference in followers' satisfaction and performance (Yukl, 2010). As such, leadership has been the subject of scientific study for more than 100 years now.

Every successful entrepreneur brings about benefit not only for himself or herself but for the entire region or country. The benefits that can be derived from entrepreneurial activities include: personal financial gain, self-employment and attendant satisfaction and flexibility, income generation and increased economic growth, employment creation, opening up of rural areas through construction of industries, promotion of use of new technologies and development of entrepreneurial competencies and attitudes in the country (Mahinda, 2004; Nelson, 1997).

2.2.2 Entrepreneurial leadership

Some scholars have identified common trends and common threads between entrepreneurship and leadership (Vecchio, 2003; Cogliser and Brigham, 2004; Antonakis and Autio, 2007). Several gaps still exist in regard to scholarly understanding of entrepreneurial leadership including what it is; its predictors, dimensions and characteristics; how it influences organizational outcome and whether it is similar across cultures (to support a convergence hypothesis). Entrepreneurial leadership has been defined as 'leadership that creates visionary scenarios that are used to assemble and mobilizes a 'supporting cast' of participants who become committed by the vision to the discovery and exploitation of strategic value creation' (Gupta et al. 2004). Entrepreneurial leadership has become increasingly important because organizations must be more entrepreneurial to enhance their performance, their capacity for adaptation and long-term survival (Prieto, 2010), in the face of increasing dynamism, uncertainty and competitiveness (Tarabishy et al. 2005). Ireland et al. (2003) describe entrepreneurial leadership as the 'ability to influence others to manage resources strategically in order to emphasize both opportunity-seeking and advantage-seeking behaviours'.

Shee et al. (2010) argue that entrepreneurial leadership enables a firm to develop, deploy and integrate internal capabilities and practices to enhance its competitiveness. Entrepreneurial leaders play pivotal roles through both directly, as well as through the amplified effect of the follower response (Torodovic and Scholosser, 2007). In dynamic markets, entrepreneurial leaders thrive as they see and exploit opportunities where others see 'chaos, contradiction and confusion' (Kurakto, 2007). Tarabishy et al. (2005)

perceives the strengths of entrepreneurial leaders as their ability to recognize opportunities, lead firms that compete on the edge, learn and generate knowledge, handle sudden change and also understand their resources and capabilities. Entrepreneurial leaders tap from their firm's core competencies, reposition internal firm resources and navigate the dynamic markets to deliver high returns and ensure firms long-term survival (Prieto, 2010).

Some scholars argue that entrepreneurial leadership has three main components of innovativeness, proactiveness and risk-taking (Prieto, 2010; Kurakto, 2007; Shee et al. 2010). Innovativeness is defined as the ability and tendency to think creatively, develop novel and useful ideas in opportunity recognition, resource utilization and problem solving (Kurakto, 2005; Chen, 2007; Mattare, 2008; Darling et al. 2007). Innovativeness is the distinctive trait that differentiates entrepreneurs from those who want just to be self-employed. Proactiveness entails being active to influence and lead the future rather than waiting to be influenced by the future, exploit opportunities and accept the responsibility of failure. It is the ability of an entrepreneur to anticipate future problems, necessity for change and progress (Darling et al. 2007). Surie and Ashley (2008) argue that entrepreneurial leadership is a proactive response to entrepreneurial opportunities. Tarabishy et al. (2005) mention two main attributes of proactiveness, which include aggressive competitive behaviour directed at rival firms and the organizational pursuit of favourable business opportunities.

Risk-taking on the other hand is willingness to absorb uncertainty and take the burden of responsibility in future (Darling et al., 2007). Risk taking is a common characteristic of entrepreneurial leaders especially in the early stages of entrepreneurship process (Chen, 2007; Serbert and Hills, 2005). Okudab and Rzasa (2006) argue that individuals need to develop all these qualities to be able to successfully perform the challenging tasks and roles of an entrepreneurial leader. Entrepreneurial orientation (innovation, risk-taking and proactiveness) and its role in enhancing firm's competitiveness have been examined in a number of studies (Zahra, 1991; Ireland et al., 2009; Kreiser, 2010; Torodovic and Scholesser, 2007).

Most of these studies suggest a correlation between entrepreneurial orientation and firm performance (Zahra, 1991; Todorodovic and Scholosser, 2007); firms exhibiting high levels of entrepreneurial orientation perform better than those with low levels (Kreiser, 2010; Zahra, 1991); improvement of firm performance linked to entrepreneurial orientation is sustainable and can lead to firm long-term survival (Kreiser, 2010; and firms operating in dynamic environments benefit immensely from being entrepreneurially oriented (Torodovic and Scholosser, 2007; Zahra, 1991).

Entrepreneurial orientation therefore can be seen to enable firms achieve competitive advantage. A number of studies have examined entrepreneurial orientation as a source of competitive advantage (Todorodovic and Scholosser, 2007). Lumpkin and Dess (2001) suggested that entrepreneurial orientation-firm performance relationship maybe hinged on environmental context (internal and external to the firm). This relationship is also found to vary in magnitude between different firms (Lumpkin and Dess, 2001). The variance may be a pointer of failure to account the influence of other variables. There is also limited examination of entrepreneurial orientation-firm performance at the individual-level analysis as most studies investigated this relationship at organizational level of analysis (Todorovic and Scholosser, 2007). Entrepreneurial leaders also excel in leading firms that compete on the edge, are good in learning and generate knowledge, can handle sudden change and understand their resources and capabilities (Chen, 2007; Fernald et al, 2005; Ireland and Hitt, 1999; McGrath and MacMillan, 2000).

From the literature, authors tend to believe that there is a symbiotic bond between the creation of new venture and the role of entrepreneurial leader-founder (Teece et al., 1997). The entrepreneurial leader lends his or her vision, leadership style and strategy to the core of the enterprise. Currently, market boundaries are blurred, business models unclear and the players ambiguous. The market landscape is characterized by continuous change in technologies, financial systems, alliances and networks, customer groupings, demographic patterns, complementary products and services and the global situation among other changes (Teece et al, 1997).

In today's connective global environment, it is impossible to isolate change by borders or industry. Tarabishy et al. (2005) describe today's market as the "Schumpeterian world of innovation-based competition, price/performance rivalry, increasing returns and the creative destruction of existing competencies". The current thinking is shaped by Schumpeter's (1934) theory that 'waves of creative destruction' creates continuous states of disequilibrium (Schumpeter, 1934).

Entrepreneurial organizations are undergoing a metamorphosis. Technologies, products, and economies are constantly changing. The pace and nature of change in today's dynamic market requires new types of entrepreneurial organizations and a new type of leadership; in order to face the increased competitiveness and uncertainty in these dynamic markets (Schein, 1993; Mc Grath and MacMillan, 2000). According to Zahra (1999), the uncertainty and the speed of change in the markets separate entrepreneurial leaders from others. Entrepreneurial leaders have strategic advantage in that they develop strategies that proactively manage change and exploit opportunity especially when disequilibrium is the norm. They enhance firm's chance of long term survival (Tarashiby et al., 2005; McGrath and MacMillan, 2000).

The current literature in entrepreneurship devotes considerable discussion to the role entrepreneurs play within their businesses and as opinion leaders in their markets and the general economy. Often described as innovators, paradigm pioneers, and visionaries, entrepreneurs are confronted with the issue of developing leadership qualities in order to grow their ventures. Entrepreneurs must also be able to balance their managerial duties with leadership activities. In other words, they have to be able to handle both the day-to-day operations of the business as well as decision making obligations that determine the organization's long-term direction, philosophy, and future (Gupta and MacMillan 2002). To keep up with competitive firm performance, an entrepreneur should remain entrepreneurially focused through and through. Innovation should remain a primary strategy of the venture. The firm should strive to be receptive to innovation and open to the possibilities inherent in change. Change must be seen as positive for a business to remain entrepreneurial (Drucker, 1986).

Therefore, leadership of an entrepreneurial venture requires internal environment that encourage innovation and rewards those who innovate. If the firm is to remain dedicated to entrepreneurship, leadership has to strive to establish the patterns that will lead to a dynamic, flexible, and competitive firm.

2.3 Empirical Literature

2.3.1 Entrepreneurial Leadership Competencies

One of the main focus areas of this study is to establish the key leadership competences which entrepreneurs need in various roles to be efficient. Competencies have been defined and conceptualized differently by different authors. Boyatzis (1982) defined a job competency as an underlying characteristic of a person which results in effective and/or superior performance in a job. An underlying characteristic can be a motive, trait, skill, and aspect of one's self –image, social role or a body of knowledge. The possession of these characteristic may or may not be known to the person (Boyatzi's 1982). Spencer and Spencer (1993) understood competencies as underlying characteristics of people and indicate ways of behaving or thinking in different situations. According to Spencer and Spencer (1993), there are five types of competency characteristics: motives, traits, self-concept, knowledge and skill. Quinn et al (1994) argued that a competency suggests both the possession of knowledge and the behaviour capacity to act appropriately. As such, in order to develop competencies, a person must be both introduced to knowledge and have the opportunity to practice the skills. Byne and Rees (2006) define leadership competencies as the integration of practical, social and analytical skills, necessary to perform designated job responsibilities according to organizational and individual job performance standards.

Byrne and Rees (2006) argue that competence in the output of a learning process and that some of the competences can be unconscious in that a person does not necessary always know that he/she possess a certain competence. A competence is seen as an ability to act and apply knowledge, skills, attitudes and experiences. A good competence leads to high performance which leads to excellent outcomes. Competence is therefore seen in relation to output.

Competence is also defined as "an underlying characteristic of a person which results in effective and/or superior performance on the job (Klemp, 1980). It is also defined as "a cluster of related knowledge, skills, and attitudes that reflects a major portion of one's job (a role or responsibility), that correlates with performance on the job, that can be measured with well accepted standards, and that can be improved with training and development" (Parry, 1996). Man & Lau (2000) and Bird (1995) argued that a competency can be considered as a kind of higher level characteristic, encompassing different personality traits, skills and knowledge which are, in turn, influenced by the entrepreneur's experience, training, education, family background and other demographical variables. Competencies can also be thought of as the state or quality of being well qualified to perform a task. McClelland (1973) argued that competencies can be used in predicting job performances. He further said that competencies were not biased by race, gender or socio economic factors. His study helped to identify performance aspects which are not attributable to a worker's intelligence or degree of knowledge and skill. Entrepreneurial competencies are defined as underlying characteristics possessed by a person which result in new venture creation, survival, and/or growth (Bird, 1995).

In this study, entrepreneurial leadership competencies will be understood to consist of attributes/traits, skills, and behaviours that facilitate optimal entrepreneurial performance. Entrepreneurial leadership competencies are manifested through concrete entrepreneurial actions. Figure 3 illustrates the definition of entrepreneurial leadership competencies.

Figure 2.3: The illustration of entrepreneurial leadership competencies definition

EL Competencies	Performance	Outcome
• Attributes/traits • Skills • Behaviours	• Ability in entrepreneurial action	• An optimal entrepreneurial outcome
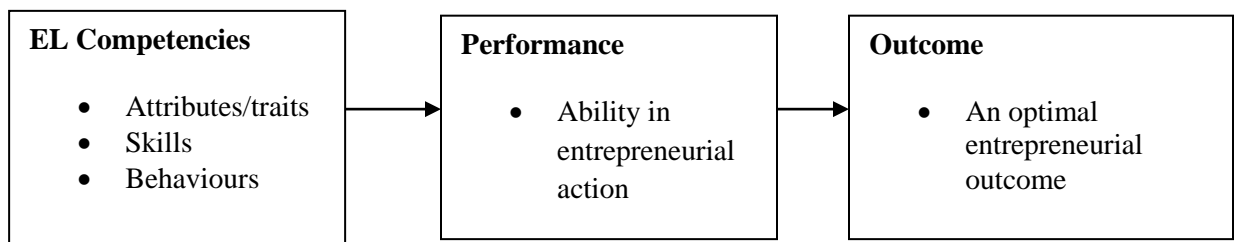
There has been attempts by scholars to categorize leadership competencies. Schein (1978) came up with three types of competencies which an effective leader requires. These include analytic competence (the ability to identify, analyze and solve problems under conditions of incomplete information and uncertainty and liking of such problem solving situations), interpersonal competence (the ability to influence, supervise, lead, manipulate and control people at all levels of the organization toward the more effective achievement of organizational goals) and emotional competence (the capacity to be stimulated by emotional and interpersonal crisis rather than being exhausted or debilitated and also the capacity to bear high level responsibility without becoming paralyzed and the ability to exercise power without guilt or shame).

Bryne and Ree (2006) also identify three types of leadership competencies to include:
- Practical competencies - focused primarily on the technical aspects of one's leadership responsibilities;
- Social competencies – focused primarily on the interpersonal aspects of one's leadership responsibilities; and
- Analytical competencies - focused primarily and critical thinking aspects of one's leadership responsibilities.

Gupta et al. (2004) suggest that entrepreneurial leaders face two main challenges in their entrepreneurial endeavours. First challenge is in envisaging and creating a scenario of possible opportunities that can be exploited to revolutionize the current transaction set, taking into consideration firm's limited resources (scenario enactment). The second challenge involves convincing potential followers and the firm's network of stakeholders that the transformation of this transaction set is possible by assembling resources to accomplish the objectives underlying the scenario (cast enactment). Cast enactment involves 'creating a cast of characters—people endowed with the appropriate resources needed to execute the transformation' (Gupta et al. 2004).

According to Gupta et al. (2004) the processes of scenario enactment and cast enactment evolve 'cumulatively and iteratively'. Gupta et al. (2004) observes that entrepreneurial leader actions in pursuing their vision 'constitute proactive enactment of new combinations of capabilities in the organization-reconfigured and focused to forge an entirely reconstructed transaction set for the firm'. Gupta et al. (2004) borrowing from McGrath and MacMillan (2000) suggest five specific entrepreneurial leadership roles. Three of these roles (framing the challenge, absorbing uncertainty and path clearing) are associated with scenario enactment and the other two roles (specifying the limit and building commitment) are linked to cast enactment. Table 2.2 summarises these entrepreneurial leadership roles.

Table 2.1: Entrepreneurial leadership roles and necessary competencies

Dimensions	Roles	Necessary Competencies
Scenario enactment	Framing the challenge (specifying highly challenging but realistic outcomes for the cast of actors to accomplish)	Performance orientation, Ambitious, Informed, Extra insight
	Absorbing uncertainty (taking the burden of responsibility for the future).	Visionary, Foresight, Confidence builder
	Path clearing (negotiating opposition and clearing the path for scenario enactment	Diplomatic, Bargainer, Convincing, Encouraging
Cast enactment	Building commitment (building an inspired common purpose).	Inspirational, Enthusiastic, Team builder, Improvement oriented
	Specifying limits (building a common understanding and agreement of what can and cannot be done)	Integrator, Intellectually stimulating, Positive, Decisive

Source: Adapted from Gupta et al. 2004

Leadership competencies including leader's attributes/traits, skills and behaviours are therefore core dimensions of leadership development activities and programmes. Hernez-Broome and Hughes suggest that leadership competencies need to correspond to the organization's particular strategy and business model and specific to the unique business challenges and goals. Barret and Beeson (2002) argue that leadership competencies would keep changing as the competitive business environment changes. They argue that five critical forces will shape leadership competencies requirements in future. These forces include global competition, information technology, and the need for rapid and flexible organizations, teams and differing employee needs. As such, the 'lone ranger' type of leader will increasingly become irrelevant and the successful leader will be one who can motivate and coordinate a team-based approach in an environment with greater ambiguity and uncertainty (Herney and Hughes, 2005). Barret and Beeson (2002) suggested that a business leader must be a master strategist, change manager, relationship/network builder and talent developer in order to effectively deal with future business challenges.

Leadership development currently also needs to include substantial components involving international markets and world economic trends. The world is globalized and interconnected and business leaders therefore need to be well versed with doing business internationally and conceiving strategies on international basis. Entrepreneurs must be upto date with international trends that are survival and better performance of their firms (Tarabishy, 2005; Kuratko, 2007).

The world is currently witnessing technological revolution of unprecedented scale which has significantly altered organizational life. This has profound implications for organizational leadership; as leaders increasingly need to demonstrate technological savvy. Virtual leadership is already a reality. Need to lead geographically dispersed units and teams, is on the rise where technology will come in handy (Kuratko, 2007). Marguardt et al. (2000) identified the following competencies for 21st century global leader: global mindset; teacher, coach, mentor and model learner; servant and steward;

system thinker and polychromic coordination; concern for ethic; technologists; innovator and risk taker and visionary and vision builder.

Ethical side of enterprise has increasingly gained currency in the entrepreneurial leadership discourse. This has been necessitated by the scandals of unprecedented magnitude that have rocked the business arena in the recent past (Kuratko, 2007). The study on entrepreneurial ethics has been evolving and now appears more relevant than ever before. Kuratko (2007) argues that ethics present a complex challenge for entrepreneurial leaders as they have to display honesty, integrity and ethics in all their decisions and that their behaviour serves as a model for all other employees to follow. The ethical influence of the owner in an entrepreneurial venture is more felt and powerful than in larger corporations where the influence is diluted through layers of management (Kuratko, 2007). It is therefore important for entrepreneurial leaders to learn to become more ethical and inculcate ethical standards in his or her firm. Leader's moral character, his concern for others, and congruence of ethical values with action are key to his credibility and trustworthiness. Ethical entrepreneurial leadership development is vital-yet-elusive concept that requires more scholarly attention.

Entrepreneurial leadership also has its 'dark/negative side' which entrepreneurial leaders must learn to handle or ensure that they do not fall prey to. Kurakto (2007) argues that this destructive element of entrepreneurial leadership resides within the energetic drive of top performing entrepreneurs. Entrepreneurial activity entails risk, which include financial, career, family and social and psychic risk. The manner in which entrepreneurs handle risk has potential shortcomings which must be carefully evaluated. Entrepreneurial stress is another potentially negative aspect of entrepreneurial leadership. Entrepreneurship requires a substantial commitment of time and energy at the expense of family and social activities. Entrepreneurial stress is a "function of discrepancies between entrepreneur's expectations and ability to meet demands, as well as discrepancies between the individual's expectations and personality" (Kuratko, 2007). Entrepreneurs are self-driven people who are willing to tolerate stress and its side effects in order to achieve their entrepreneurial goals.

Kuratko and Hodgets (2007) identify entrepreneurial ego as another negative component of entrepreneurial leadership. They argue that an entrepreneurial leader may experience the negative effects of inflated ego including 'overbearing need for control, a sense of distrust, and overriding desire for success, or unrealistic optimism'.

As part of entrepreneurial leadership competencies development and learning processes, the entrepreneurial leaders must learn and increasingly deal with these potentially destructive elements residing within their energetic drive for entrepreneurial success. This study will therefore also investigate mechanisms and strategies of dealing with these destructive elements in the process of entrepreneurial leadership competencies development.

2.3.2 Entrepreneurial Leadership Development

Leadership is viewed as a major source of competitive advantage (Yukl, 2010; Torodovic, William and Schlosser, 2007). Most organizations make significant investment in the development of both human and social capital (Day, 2000). Several scholars emphasize that leadership capability is crucial to organizational success (Conger, 1998; James and Burgoyne, 2001). Entrepreneurial leadership is heralded as vital to the growth of both new and established ventures. Gupta et al. (2004) argue that in today's increasingly turbulent and competitive environment, firms require, a type of "entrepreneurial" leader distinct from other behavioural forms of leadership is required. Entrepreneurial leadership is therefore significant determinant of firm performance and more studies should be conducted to gain insights into how entrepreneurial leadership competencies are and can be developed. There is limited literature that specifically addresses methods and processes of entrepreneurial leadership development. The study will therefore borrow from leadership and entrepreneurship fields. Vecchio (2003) argues that research has yet to find leadership patterns or relationships that are specific to entrepreneurship.

There are emerging perspectives on the nature of leadership. This will affect the scholarly thinking about leadership development. Leadership and leadership development are increasingly seen as inherently collaborative, social and relational processes (Reichard and Johnson, 2010). The world is witnessing advent of networked economy where strategic and tactical partnerships with customers, suppliers, personal and other organizations are essential to competitive effectiveness (Vicere, 2002).

Hannum and Craig (2010) argue that the scholarly literature about specific processes in leadership development — and the effectiveness of those processes — is thin. Kempster and Cope (2010) argue that although there is an emerging understanding that leadership is learnt through a variety of naturalistic 'mechanisms', there is limited awareness of such mechanisms within the entrepreneurial context. In contrast to leadership field, there is limited empirical understanding of the informal and formal processes of leadership learning of entrepreneurs. This study will endeavour fill this gap by revealing a deeper understanding of entrepreneurial leadership learning mechanisms. Gupta et al. (2004) outlines the competencies of entrepreneurial leaders to include intellectual stimulation, ambitious foresight, and creativity, a positive and decisive mindset, intuition, and unorthodox thinking.

Gupta et al. (2004) fails to explore or even acknowledge that leadership competencies may be learned or acquired over time. They ignore more recent acknowledgements in both the leadership and entrepreneurship literature that skills, abilities and attributes are emergent and evolving. Kempster and Cope (2010) argue that 'attributes' seem to hark back to early trait approaches. This may imply that entrepreneurial leaders are born with innate leadership capabilities. The mainstream leadership literature appreciates the established recognition that the nurturing of leadership learning reflects informal and contextual processes of situated learning and apprenticeship (Kempster, 2006). Leadership competencies are learnable (Useem, Cook and Sutton, 2005; Augier and Teece, 2006).

Kempster (2006) drawing from contemporary leadership literature argue that the development of leadership capability reflects a complex social process of becoming. This learning process is inherently contextual, shaped by the range of leadership enactments and observations that individuals have access to (Kempster, 2006).Entrepreneurial firms are under pressure to constantly adapt in order to succeed and survive in today's ever-increasing high tech, global environment. Many firms have turned to formal leadership development programmes to meet this challenge. Avolio et al (2009) argue that this may not adequately prepare leaders for current dynamic challenges. Organizations therefore need innovative, cost effective and adaptive strategies for leadership development.

In leadership literature, there is a clear trend from 1990's of increasing use of a variety of leadership developmental experiences. For a long time, the classroom-type leadership training has been the formal development mode, but it is increasingly being complemented by activities including 'high rope courses or reflective journaling' (Hernez-Broome and Hughes, 2005). Hernez-Broome and Hughes (2005) argue that other than the formal training, leadership developmental experiences and activities including coaching, mentoring, action learning, 360-degree feedback amongst others are increasingly assuming key position in leadership development initiatives.

Leadership coaching involves practical, goal-focused forms of one-on-one learning and behavioural change intended to develop specific leadership skills. Mentoring is a committed long term relationship in which an experienced and more competent person supports the personal and professional development of an upcoming person either formally or informally. Action learning is a set of organization development practices where real problems, challenges or assignments in an organization are tackled with an aim of 'delivering measurable organizational results, communicating learning's specific to a particular contex and developing more general leadership skills and capabilities' (Palus and Horth, 2002).

The 360-degree feedback also known as multi-source feedback or multi-rater feedback is a method of systematically collecting perceptions of an individual's performance and leadership competencies from the entire circle of relevant viewpoints (Day, 2000; Hernez-Broome and Hughes, 2005).

The rating sources include peers, direct reports, supervisors, customers and suppliers amongst others. A more accurate picture of an individual's leadership competencies is more likely to emerge from such rating. Reichard and Johnson (2010) identify leader self-development approach as unique strategy of enhancing ones leadership competencies. They argue that leader self-development in an organization translates into "an enhanced ability to solve problems quickly and generate creative ideas that support organizational adaptability and growth". Antonacopoulou (2000) suggest that leaders who are self-directed learners are inclined to self-develop and therefore have an edge in the entrepreneurial competition.

From entrepreneurship literature, scholars identify several methods through which entrepreneurship is developed. The personal growth of an entrepreneur occurs in different facets of his or her live. Nurturing persons to become proactive, innovative and risk-taking can be achieved through various methods both formal and informal. They include mentorship, coaching, formal training, and experiential learning. Kickul et al. (2007) suggest that entrepreneurs can be nurtured through the process of mentorship. Mentoring entails the transfer of wisdom, knowledge and thoughts from an experienced person, the mentor, to another person with less experience, the mentee. This is achieved through a relationship based active participation of both parties, so as to support the mentee in finding solutions to problems on his/her own. The main aim of mentoring is to learn as well as discover from the experience of others (Barrett, 2006; St-Jean and Audet, 2009).

Mentorship is a flexible approach that can be adjusted to the needs, experience, and identity of the entrepreneur (Rute, 2006; Sarri and Petridou, 2006). Successful mentoring requires screening of prospective mentors, matching of mentors and mentees on relevant criteria, pre-match and ongoing training; and frequency of contact (Cull, 2006; Sarri and

Petridou, 2006). Hoigaard and Mathisen (2009) argue that mentors should be credible, with integrity, wise, able to share their knowledge, empathic and open, and passionate in active learning, questioning, contextual awareness and understanding. In addition, mentors should portray a distinction between an array of roles including acting as leaders, models, coaches and at other times as teachers, advisors, counsellors and partners (Scanlon, 2009; Barnett, 2008).

Entrepreneurial training can be defined as a dynamic process of creating in awareness, reflection, association and application that involves transforming experience and knowledge into functional learning outcomes (Rae, 2006). It is therefore a dynamic and constant process that enables an individual to acquire, assimilate, and organize the new information and knowledge with pre-existing structures (Cope, 2005; Harrison and Leitch, 2005). Some scholars believe that entrepreneurial learning occurs through experiencing different challenging events such as recognizing the opportunities, coping with problems, and performing different roles of an entrepreneur (Pittaway and Cope, 2007; Cope, 2005).

Entrepreneurial learning is an aspect in nurturing entrepreneurs in that a number of established entrepreneurs have been increasingly found to engage in formal and informal learning activities. The development of the entrepreneur is considered, in a large part, to be due to learning from experience (Rae 2006) but literature also point out the role of training. Entrepreneurs can develop within various settings such education and formal training can take place, e.g. universities (Matlay 2006, 2007; Pittaway and Cope 2007a, 2007b; Fisher, Graham et al. 2008), government agencies (Rae 2007), large corporations (Gompers, Lerner et al. 2005) or the small business workplace (Lans et al. 2008). Entrepreneurship training has a major role in providing the opportunity for individuals to experience entrepreneurship and thereby gain the knowledge and skills needed for starting up a new venture and successfully leading it to growth and development.

Some scholars argue that personal experience is the best way to develop entrepreneurs (Henry, et al., 2005). Further, they state that it is through the experience that individuals are able to acquire requisite knowledge and skills to choose entrepreneurship as their potential line of business and to face the challenges and cope with the problems that come along entrepreneurship process (Matlay, 2006; 2005; Smith, Collins and Hannon, 2006). Through experience, individuals can generate new meaning which consequently leads to acquisition and development of entrepreneurial competencies (Fayolle and Gailly, 2008). The individuals can therefore develop entrepreneurial self-efficacy, the strong belief and the desire to successfully perform the roles and tasks of an entrepreneur. Experience could be an influential factor in developing entrepreneurial self-efficacy through the journey from being an individual who is completely inexperienced to becoming completely experienced entrepreneur. However, to better understanding, proactive, innovative and risk-taking entrepreneur, a more in-depth training in entrepreneurship is needed.

Entrepreneurial attitude which enables and encourages individuals to find opportunities can be developed through experience rather than the traditional methods of entrepreneurship education while experiential methods of entrepreneurship education boost the acceptance and demands of individual undertaking. This way, the individuals attain entrepreneurial skills better through experiential methods and which could better enable the individuals to reach their entrepreneurial potential through skill attainment and increased expectations for success as entrepreneurs (Harris and Gibson, 2008).

Some studies indicate that the entrepreneurial capabilities and skills can be developed through a process in which people are actively engaged in a challenging experiential learning environment (Pittaway and Cope, 2007; Hannon, 2005). This raises the self-awareness of their strengths and weaknesses, increases their readiness to take risk, and enhances their creativity through helping them to exploit their full potential, regard mistakes as learning opportunities, and encourage critical thinking (Fuchs, Werner and Wallau, 2008). Challenging activities provide the opportunity to experience failure, learn from it, and develop their capacity to cope with more serious challenges that come with

the world of entrepreneurship (Fayolle and Gailly, 2008). Creativity, innovativeness, and risk taking as the essential competencies of entrepreneurship process cannot be taught through conventional methods of entrepreneurship (Plumly, et al., 2008; Rae, 2006). As a result, many innovative and entrepreneurial-directed programs have been recently designed to assist in nurturing and development of entrepreneurial capabilities. Among these programs include: discovering entrepreneurship (Smith, Collins and Hannon, 2006); entrepreneurial-directed approach (Heinonen and Poikkijoki, 2006); and real-life problem solving (Tan et al., 2006).

Little or no attention has been given to the interactive aspects of entrepreneurship development even with the knowledge that social interaction is fundamental in the whole process of entrepreneurial learning and development. Entrepreneurial learning generally occurs in a process of personal interaction with environment aiming at discovering, evaluating and exploiting opportunities (Rae, 2007; Cope, 2005). Consequently, it can be argued that social relations help in shaping and developing the entrepreneurial perceptions, attitude, abilities, and entrepreneurial leadership. It is through social interactions that people' self-awareness of their weaknesses and strengths improves and they become mature in networking and communication skills. Social interactions also helps one to share and challenge his/her different insights and reasoning processes; discover weak points on his/her reasoning and the ways to improve them; correct one another; adjust his/her understanding on the basis of others' understanding; and apply the acquired knowledge and skills to solve the problems (Fuchs, Werner and Wallau, 2008). In addition, the knowledge that is gained from social interaction between people who have an array of experiences and perspectives is in higher level than the learning acquired by individuals and this synergetic learning is more in-depth and even lasts longer (Smith, Collins and Hannon, 2006). Social interactive learning enables creativity and innovativeness which are the core components of the whole process of entrepreneurship development (Rae, 2006).

Entrepreneurship education programs provide various opportunities for students' social interactions in that apart from providing opportunity for social interaction with teacher and peers in groups which is critical for entrepreneurial learning process and improves students' affection on entrepreneurial activities as well as their perceived level of entrepreneurial competencies (Man and Yu, 2007), they facilitate students' access to groups of entrepreneurial minded students and research findings. Entrepreneurship programs also do provide opportunities for students to be exposed to other entrepreneurs, investors, and lecturers on occasions such as training, club meeting, and business dealing where they have the chance to observe and learn from successful models (Zhao, Seibert and Hills, 2005).

2.3.3 Family and Social Groups in Entrepreneurial Leadership Development

There are different approaches to the role of family and social group in entrepreneurial leadership development. Corporate leadership development and family business vary in leadership style. Decision making in a firm owned by family and a company owned by individual have different approached in terms of decision-making. An individual owned company has close family members he/she can consult from but in most cases they go their own way to make decision.

According to Vermeulen and Curseu (2008), they talked about the impact of other in decision-making process in individual owned business especially when there is need for drastic measure. The entrepreneur consider others outsider and in such case, he/she consult no one. However in a firm with several co-owners, it is mandatory that all owners are involved in decision-making. The authors went further and stated that in situation of individual owner, " entrepreneurs often talk to their family about their business decisions because they feel understood by their family members" However this does not mean that the will take the family opinion. The entrepreneurs go their own way and make their own decision.

Similar view by Greenberg, McKone-Sweet and Wilson (2011), when they stated that the ability of entrepreneurial leader to understand his/her identity in terms of value, drives and background help them to make decision. According to Halkias et al (2016), entrepreneurial independent decision-making seem to be common among individual entrepreneurs. Entrepreneurs get support to balance between business and family life however they enjoy the independence of running business.

The common occasions where most individual business owners consult is matters of legal and accounts on financial difficulties (Halkias et al 2016). Majority prefer making their own decisions which sometimes are marred with a lot of challenges. On the other hand, Vermeulen and Curseu (2008), insist that many a times entrepreneurs balance the risk against the benefit the decision brings and this is arrived at by entrepreneur himself.

Vermeulen and Curseu (2008), argue that the decision is arrived at through triggers which can either be weak or strong. Weak triggers amount to informal decision-making and on the other hand, strong triggers results to formal decision-making which in most cases are implemented by the entrepreneur. In regards to influence of other persons, entrepreneurs like working out their ideas by applying alternative risks and also overcoming obstacles.

Entrepreneurial leadership development in corporate world had different approach as explained by Freidman (2017) when he stated that "in corporate life, the interlocking nature of emotional triangles can cross into family life." However this is different in family business where all tensions and unresolved feelings leap over into business thereby complicating decision-making. Corporate company's management is led by hierarchical managing style where sometime, the top management may arrive at decision without involving middle management and vice-versa.

According to Vozikis et al (2014), family business has unique characteristics where with inherent family dynamics has critical influence on business. Chell and Karatas-Qzkan (2014) on the other hand argues that development and continuity of family business is influenced by dynamics of ownership and management of the business. They insist that family members in business need to concentrate. The authors also revealed that "different stages in entrepreneurial process are impacted by family access to resources."

Although there is an aspect of unique characters in family business, there are complex set of problems in family business as revealed by Vozikis et al (2014). Conflict within family business arises due to distance experienced between in-laws and blood relatives or between cousins and immediate family members. According to Chelland Karatas-Qzkan (2014), business performance can be affected when some of family members present the issue in court.

Succession problem, conflict regarding expenditures, leadership, non-performing members are among the challenges affecting family business (Chell and Karatas-Qzkan, 2014). In some cases, some family members are overlooked especially in the entrepreneurial processes and yet the same people can play crucial roles. To avoid such challenges in family business, Vozikis et al (2014) suggest that family should avoid build-up of year's disagreement that can cause harm to the future of the company. Any problem affecting the company should be solved on time.

Chell and Karatas-Qzkan (2014) on the same is that the top leaders in the family business should learn their roles in four phases as follows: they should learn business, learn their business, learn to lead business and finally learn to let go. Such leadership is capable of guiding the rest of family members on the way forward for better future of the company.

Ferrell et al. (2011) admit that family members and friends influence decision makers in an organization even though entrepreneurs can make can make individual ethical choice depending with the situation of the business. On the other hand, the entrepreneur may opt for organization values which have greater influence on decision-making than individual values.

The idea is seconded by Watts (2008) in her study on business leaders, values and beliefs regarding decision-making ethics where some entrepreneurs make decision based on business environment and for such entrepreneurs, personal values and beliefs do not affect their decision. On the other hand the same study revealed that entrepreneurs in corporate business are influenced by personal values and belief. This kind of leaders based their argument on family upbringing.

Family influence does not only affect family business leadership is also affect corporate entrepreneurial leadership. According to Watts (2008), decision makers in the corporate business respect the values and morals the family has instilled in them. Leaders do not want to bring shame to their families. To them, the impact of result to others matters a lot.

Ferrell et al. (2011), challenge family influence idea that business ethical choice is jointly made by workmates and committees or discussions with co-workers. This is based on corporate culture of the organization. Through good leadership, organization norms are enforced. The authors insist that ethical decision-making leadership style in an organization pave way for organizations ethical climate.

London and Morfopoulos (2010), state that leadership style varies. It can be directive or participative where group members are invited to contribute ideas and also influence decisions and action. They went further and suggested that entrepreneurs should be willing to delegate aspects of decision-making process to members. Entrepreneurs are required to look at broader perspective of leadership in terms of participative, fact-centred and change oriented (London and Morfopoulos, 2010).

Entrepreneurial leadership development also varies from nation to nation. Decision making in business in China according to Quanyu and Tong (1997) is influenced by political situation of the country whereby it can either be made simple or difficult. Business decisions that involve budget, hiring of manpower and change of structure products or policy must involve board members.

Business decision making in China is both simple and complex. There are two reasons as to why business decision-making can be simple. Personality of powerful men can make business decision-making simple. Also business influenced by political elements can be simple. As long business decision can be used to reach political goal then automatically it become simple (Quanyu and Tong, 1997).

On the other hand close family members like wife or husband and children influence decision-making. Relatives and friends who are very close to the number one final decision-maker may play a role in decision –making (Quanyu and Tong, 1997).

Greenberg et al. (2011) insist that entrepreneurial leaders should create social environmental and economic values to provide guidance in decision-making. The authors went further and stated that there are entrepreneurial leaders who lead from passion however social responsibility plays a major role when making-decision.

Social groups in business are important aspect in entrepreneurial leadership development during marketing of the product (Hiduke and Ryan, 2014). The entrepreneur has in mind the type of social group he/she is targeting. Ruef (2010) identified choice homophily as the driving force behind social groups entrepreneur choose to associate with especially groups that are similar to one-self. This can be induced through pre-existing social networks, neighbourhood and workplace.

Sometimes it can be influenced by individual choice through self-selection into friendship circle, neighbourhood and employment relationships which in return affects the kind of entrepreneurial partners to affiliate with (Ruef, 2010). It can also be as a result of the level of decision. This determines who the entrepreneur will partner with in a new business venture.

Day (2014), states that access to influential social networks is very important to building the social capital which allows individual to become leaders and be effective. Entrepreneurs who are able to engage in new ways of expanding their business through social environment according to Greenberg et al. (2011) are capable of exploring such questions like whom do I know? And to what does that give me access?

Further, entrepreneurs learn both self-awareness and social awareness. This will help them reflect about themselves and the world around them. By doing so, they will be able to connect to their values and passion and at the same time inspire and create social and economic opportunities.

Ruef (2010) reveals that "during the entrepreneurial process of groups, the choice of other founders is inevitably constrained by opportunities for social contact." This type of ties is characterized by spouse and family members, friends.co-workers and acquaintances as well as strangers. Watts (2008) on the other hand insist that social

groups play a major role in entrepreneurial leadership development especially when entrepreneur learn from friends past experience.

According to Berger (2016), human activities are influenced by social groups an individual has. He insist that "social influence affects products people buy, health plans they choose, grades they get and careers they pursue." Berger is very certain that 99.0% of all decisions are shaped by others. Using example of type of cars people purchase, majority drive certain type of car because of the influence of the social group they associate with. Some is because of the status they hold in the society. In business, entrepreneurs make risk decisions because someone patted the on the shoulder (Berger (2016). On the other hand, some entrepreneurs ignore social influence and divert from social influence because they don't want to be one of those people. Such leaders are either motivated by peers or be driven to give up.

2.4 Conceptual Framework

Entrepreneurial leadership is an agglutination of two fields of study and as such borrows heavily from the two fields. The main objectives of this study was to establish the key entrepreneurial competencies that a CEO requires in order to optimally perform their entrepreneurial functions thereby driving their firms to great entrepreneurial heights despite myriads of challenges they face. There are two strands of entrepreneurial leadership competencies namely task-oriented and relationship-oriented competencies. Task-oriented competencies help the entrepreneurial leader to focus on entrepreneurial tasks that need to be performed in order to meet entrepreneurial goals. Relationship-oriented competencies on the other hand help the entrepreneurial leader to focus on the satisfaction, motivation and creating a positive conducive environment where individuals feel appreciated and valued for optimal performance.

The overall premise of this is study is that entrepreneurial leaders are made through nurturance of their entrepreneurial leadership competencies. This is done through various strategies and methods. Each specific competency has its most appropriate strategy or method of developing it. It is therefore important to match each competency to its most appropriate method of development to enhance efficiency and effectiveness.

The process of developing entrepreneurial leadership competencies is life-long and can either be self-driven or can happen through actions of other actors including family and social groups that one belong to. Family and social groups are key in determining the pathway in development of entrepreneurial leadership competencies. They also influence the choice of strategy in entrepreneurial leadership competencies development process. The continuous effort by the entrepreneur to better his or her leadership abilities enable him or her to competently handle their pivotal roles in and outside their firm geared towards fostering improved performance even in the midst of ever changing business environment.

Figure 2.4: Entrepreneurial leadership competencies development conceptual framework
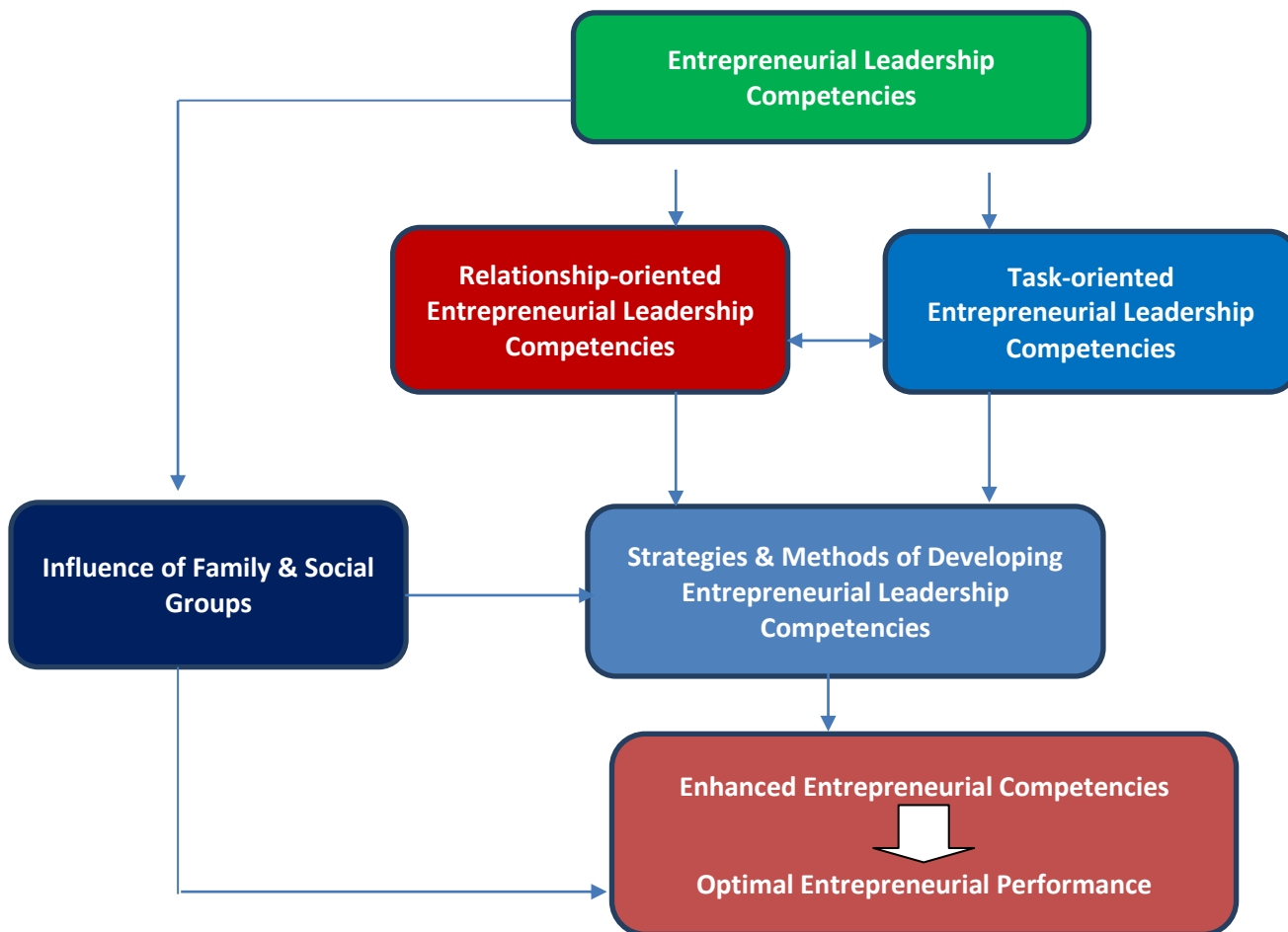
Source: Author conceptualization, 2018

In the next chapter, we will discuss the methodological approach adopted in the study.

CHAPTER THREE
METHODOLOGY

3. 1 Introduction

This chapter discusses the methodology that was employed in executing the study under the following sub-sections: *Research design, Research procedure, Data collection, Study variables, Data analysis and Ethical issues.* The methodology defines what the research activity is, how to proceed, how to measure progress, and what constitutes success. A study methodology can therefore be seen as a way to systematically solve the research problem; it can be understood as a science of investigating how research is done (Creswell, 2003; Singleton et al, 1988).

This study used primary data elicited from Chief Executive Officers (CEOs) of mid-sized companies and entrepreneurial leadership experts through a survey, case studies and the Delphi method. This was intended to help improve the validity of results and allow for complementarity in data collection for purposes of attaining high levels of completeness. As a result, three research data collection methods that were adopted and their attendant three levels of collection; the study involved three levels of data analysis.

3.2 Research Design

Research design can be described as the structure of the research. It glues the research undertaking together by showing how the parts of a research relate to one another in addressing the research questions (Robson, 1993; Babbie, 1994). The role of a research design is to ensure collection of relevant data using minimum resources (time and money) possible (Robson, 1993; Babbie, 1994). While designing a research study, the researcher puts into consideration the study objectives, sampling design, sources of information, methods and tools of data collection adopted, and data analysis and presentation.

This study deployed both qualitative and quantitative research approaches. The qualitative approach was used to obtain in-depth information from purposively selected CEOs. This approach is suited to entrepreneurial leadership development research at a paradigmatic and methodological level.

Even if there has been an explosion of use of qualitative research in the social sciences, this cannot be said to be the case in entrepreneurship research (Hindle, 2004). This position can also be related to entrepreneurial leadership, which is an emerging area of research. Qualitative research emphasizes and interpretive perspectives where one can borrow from different disciplines. Entrepreneurial leadership development is a dynamic and evolving area of research and it therefore requires an interpretive inquiry. The aim of interpretive research is to reveal the depth and emerging issues in the area of entrepreneurial leadership development process.

Quantitative tools were used to collect and analyze quantitative data. Quantitative research deals with the measurement of quantity or amount. It is normally applicable to phenomena of which data can be presented in numerical terms. Experts Survey (quantitative), CEOs Survey (quantitative) and a set of ten Case Studies (qualitative) were conducted. Experts' survey was used to generate general information about entrepreneurial leadership development. This information was built on and validated through CEOs survey and case studies.

3.3 Study Population

The study population is the target population of which a researcher intends to generalize his or her results (Singleton et al, 1988). In this study, the target population was the CEOs of Kenya's Mid-Sized Companies. The study target population was drawn from Kenya Top 100 Mid-Sized Companies Survey (2008 – 2014) documented in annual surveys that is an initiative of KPMG (Kenya) and the Nation Media Group conducted from 2008 to 2014. The Top 100 Mid-Sized Companies surveys sought to identify Kenya's fastest growing mid-sized companies of which, 424 firms had featured in the competition. This is because some firms appeared in the survey two or more times *(See Appendix 6).*

The 424 firms from which CEOs were drawn are a representative of Kenyan economy since the firms cut across sixteen different sectors which include: agriculture, construction, finance, pharmaceuticals, publishing, energy, security, service, supplies, tourism, transport, insurance, information communication technology, logistics, manufacturing and retail sector.

The Top 100 medium-sized companies rank higher than their peers in terms of profit, growth, liquidity and returns to their shareholders. The ranking is based on financial scope which involves parameters such as average revenue growth, average returns on equity, liquidity, credit collection indicators and financial leverage indicators in a three years period (Top 100 medium-sized companies report, 2008-2014). The CEOs of these companies were considered as the population most appropriate for the study due to their outstanding performance over their peers given that they operate in the same macro environment. The Kenya Top 100 Mid-sized Companies Survey emphasizes on identifying leading performers in various industry sectors. This is informed by the fact that performance is impacted by industry specific factors.

3.4 Study Site

The study was carried out in Kenya, targeting CEOs of Kenya Top 100 mid-sized companies (2008 – 2014). Most of these firms are located in Nairobi, a few are in other major towns including Mombasa, Nakuru, and Kisumu amongst other towns. A total of a hundred and five (105) CEOs participated in the survey and distributed as follows: Nairobi (82), Mombasa (10), Nakuru (3) and Kisumu (10). The case study identified 10 CEOs from the 105 that participated in the survey for in-depth interviews. The criterion of selecting the CEOs was on account of their gender, age, town of operation and willingness to participate in the in-depth interviews.

3.5 Data Collection Methods

Study adopted a methodological pluralism approach involving Delphi method (Expert Survey), CEOs Survey and Case Study procedures. This choice was guided by the fact that entrepreneurial leadership is a research area that is still embryonic and, therefore, the aim is largely to build theory rather than testing it. The focus of the study was to unmask entrepreneurial leadership development as per the study objectives.

Delphi method was used to seek expert consensus on what are the key entrepreneurial leadership competencies required for CEOs in Kenya and the recommended development method(s) for each competency. The CEO survey was employed to build on the ideas and

information generated in the expert survey whereas the case studies were conducted to collect in-depth qualitative data and to fill in the gaps from both survey and Delphi.

3.5.1 Delphi Method (Expert Survey)

The Delphi method is a brainchild of Norman Dalkey who used to work for RAND Corporation in the 1950s (Dalkey & Helmer, 1963). According to Rowe and Wright (1999) Delphi method is characterized by four key features. These features include:

- Delphi participants are anonymous. The identity of the participants is not disclosed, even after the completion of the final round of data collection and even report compilation. This helps in preventing the personality, authority, or reputation of some of the participants from dominating others in the data collection process. Arguably, it also to some extent frees participants from their personal biases, reduces the 'bandwagon effect', enables free expression of opinions, facilitates open critique, and encourages admission of errors when participants are revising their earlier judgments. Information given is analysed on their merit, rather than on the basis of who has proposed them;
- Iteration process: This allows the participants to reconsider and refine their views and opinions in light of the views presented by other participants from one round to the other;
- Controlled feedback: This informs the participants the views and perspectives, of the other participants thereby providing opportunity for Delphi participants to clarify or change their views;
- The method enables statistical aggregation of group response. This facilitates quantitative analysis and interpretation of data.

Our study on entrepreneurial leadership development and the research design adopted fit through the provision of the four features and, therefore, qualified as a Delphi study. Rowe and Wright (1999) argue that only those research studies that have the four characteristics should be classified as Delphi studies. Other scholars argue that the Delphi technique can effectively be modified in order to meet the needs of a given study (Delbeq et al., 1975; Adler & Ziglio, 1996; Linstone & Turloff, 1975).

The Delphi method as applied in this study entailed a survey conducted in two rounds, using 19 participants who were purposively selected due to their expertise in the area of entrepreneurial leadership. The study initially targeted twenty experts but one of them was not available and therefore only nineteen experts participated. After participating in round one, they were provided with results of the first round so that they could reconsider their original assessments if they wanted to or stick to their earlier views. The primary purpose of this method was to generate the most reliable consensus of views of this group of experts on entrepreneurial leadership competencies and their attendant methods of development (Dalkey and Helmer, 1963).

Delphi method was used as judgmental information on entrepreneurial leadership competencies and their attendant methods of development lacked general consensus and therefore required a more sophisticated method to decipher. A series of questionnaires combined with controlled feedback were used to collect the data. The study aimed to obtain consensus of these experts on entrepreneurial leadership development so that the researcher could identify, prioritize and develop a framework to understand and operationalise the key entrepreneurial leadership competencies required for CEOs operating in Kenya and their attendant development method(s).

In Delphi research, selecting participants is a key component. This is because output of the Delphi is based on their informed opinions (Parenteet al., 1994; Bol-ger and Wright 1994). There are four requirements for "expertise". These requirements include knowledge and experience with the phenomena under investigation; willingness and capacity and willingness take part in the research; enough time to participate; and, requisite communication competencies (Adler and Ziglio, 1996; Fink & Kosecoff, 1985). Delphi aimed at seeking expert opinion and therefore a purposive sample was necessary. Participants were selected on the basis of their knowledge, experience and the ability to answer the research questions not to represent the general population.

The Figure 3.1 summarizes the Two Round Delphi process adopted in this study.

Figure 3.1: Summary of Delphi Process
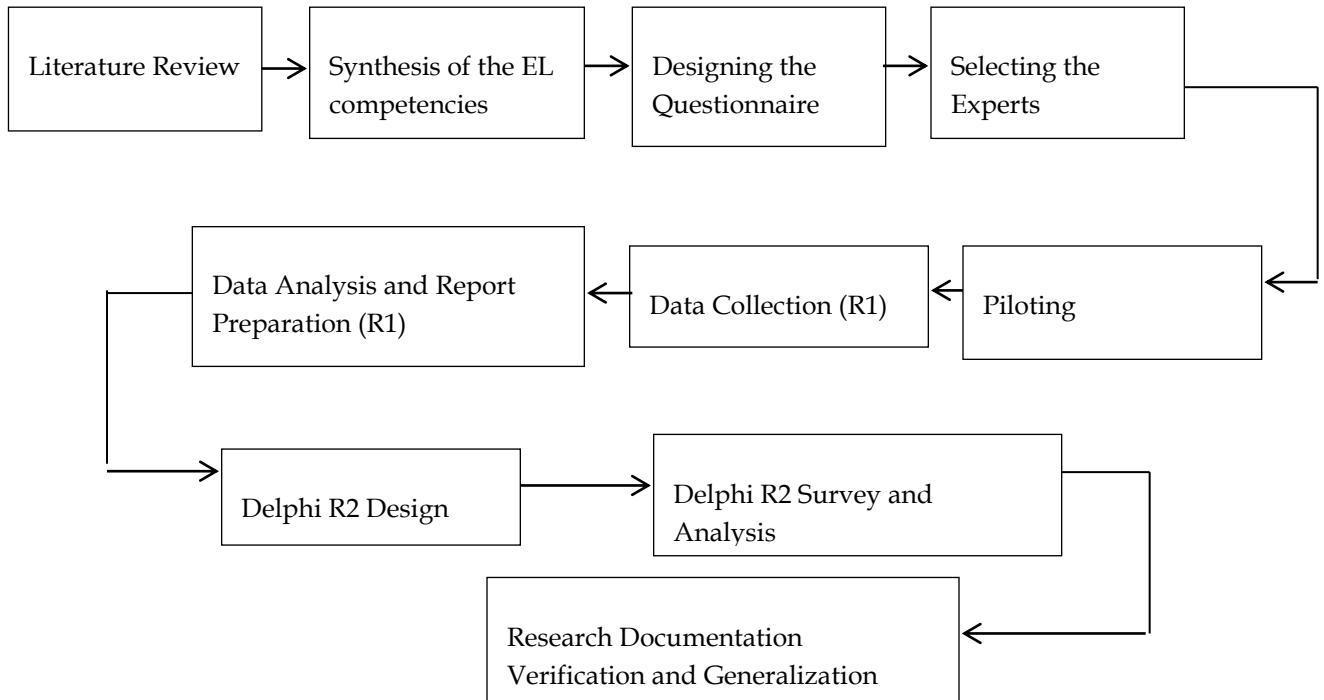
Source: Authors' conceptualization (2013)

As can be seen in the Figure 3.1, the following are the key steps that were followed in executing the method:

a) The researcher recruited a group of 20 experts who are involved in leadership and/or entrepreneurship development as researchers and practitioners working in learning institutions, government agencies, non-governmental agencies and corporate bodies. The researcher used purposive sampling and snowballing to identify these experts. Nineteen experts agreed to participate in the survey.

b) The researcher came up with a list of entrepreneurial leadership competencies and possible development method(s) existing from the literature and then put them in a questionnaire, for the selected experts to rank them according to order of perceived importance and relevance respectively *(See Appendix 1)*;

c) The questionnaire was pre-tested to ensure proper wording and elimination of ambiguities. The pilot was conducted with the goal of testing and refining the Delphi questionnaire in order to improve understanding, and to work out any procedural issues.

d) The questionnaires were distributed to the Delphi participants, who completed and returned them to the researcher.

e) Analysis of Round 1 responses was done;

f) Preparation of second round questionnaire was done based on the first round responses *(see appendix 2)*. The Round One findings formed the basis of developing questions in the Round Two Questionnaire. The researcher was guided by research objective of identifying the key entrepreneurial leadership competencies and their attendant development methods and also by the opinions of the participants in Round 1;

g) Before the Round Two Questionnaire was administered to the research participants, they were first given the opportunity read the findings of Round One. This was to enable them either to change or expand their Round One responses now that the other research participant's answers are shared with them. Then the Round Two questionnaire was administered;

h) Analysis of the second round responses was done;

i) Preparation of the final list of key entrepreneurial leadership competencies and their methods of development was prepared. These were validated through the case studies and the survey.

The main strength of the Delphi method is in helping a researcher gain consensus or near consensus in experts' views. The responses were anonymous as participants did not meet or even know each other. This helped participants to avoid defending their original position or even being influenced by their perception of the other participants. The method also allowed participants to be gradually swayed by the majority but without undue direct social pressure. Being able to see what others had said or scored and then rethinking their original position acted as a very effective influence. Delphi method gave access to groups of dispersed experts thereby producing more robust findings than nominal group techniques; allowed a high degree of flexibility in approach; participants had an equal say and through consensus, the agreeing participants signed up to the value of the findings.

3.5.2 CEO Survey

The second method of data collection involved a CEOs' survey. The survey is a build up to the Delphi method results. Although the study targeted one hundred CEOs, 105 CEOs were interviewed using structured questionnaires. The questionnaire (*See appendix 3*) captured all study variables either directly or indirectly. The questionnaire was divided into several sections including: introduction (general information on the personal characteristics of the CEO), key entrepreneurial leadership competencies, methods and strategies of entrepreneurial leadership competencies development and socio-cultural influence on entrepreneurial leadership development. Different types of questions including ordinary closed-ended, Likert scales and open-ended questions were used to capture all the necessary data comprehensively. In the construction of the questionnaire, the researcher relied on the Delphi findings and also literature review in coming up with a well-informed questionnaire. The questionnaire was pretested with ten CEOs (who were not part of the target population), to ensure coherence, ease of administration and for consistency.

The survey facilitated collection of information from a sample of population. Survey methods are best suited to gathering demographic data that describe the composition of the sample. The survey was inclusive in the types and number of variables that studied and helped in generalizations. The survey elicited information on entrepreneurial leadership development attitudes and perceptions that are otherwise hard to measure using other techniques. In addition, the survey method enabled the researcher to test on a larger sample the ideas generated in the experts survey, which had a more restricted scope. The survey also permitted comparison among entrepreneurs and their own entrepreneurial leadership experiences and strategies because the number of respondents is high, therefore, making it possible to generalize. This may not be the case in case studies and Delphi as the number of respondents is small.

The researcher generated a table to capture the ranking of mid-sized firms from 2008 – 2014. Some firms appeared on Top 100 list more than once *(See Appendix 6)*. As mentioned earlier (in the study population section), the list consisted of 424 firms. The CEOs of these firms became the study population. After compiling the list and tabulating

the number of times they appeared on the list, the researcher engaged on the exercise of tracking the firms, establishing who the CEOs of those companies are, the nature of business ownership and getting the contacts of the CEOs. This information was obtained from the firms' websites and business registers, although this information was very scanty.

Initially, the study was to apply stratified random sampling which became impossible to apply because the CEOs are a hard-to-find population. Some CEOs refused to participate in the study feigning they were busy and had no time to be interviewed, while others gave appointments that they never honoured. A few other CEOs were unavailable on account of having travelled within and outside the country during the period of survey.

The researcher recruited and trained five Research Assistants. The Research Assistants were trained on the focus of the study, questionnaire content, how to manage respondents and general conduct of research. The researcher assisted by the five research assistants embarked on a process of locating the CEOs and booking appointments for the survey interviews. Those who were available on first visit were interviewed and for those were not available, appointments were set. Some of these appointments were never honoured. In other instances, one had to go back several times or give up after unsuccessful attempts. Other CEOs requested for online questionnaires which were provided. Only six online questionnaires out of 15 were successfully filled and returned.

To ensure a significant reach of the CEOs, all firms that met the criteria of the CEO being the sole or majority shareholder, were targeted. This information was sought from the secretariat that organizes Top 100 Mid-Sized Companies Survey; from the websites of the companies or from CEOs themselves. The survey lasted for nine months, from November 2013 to September 2014. Study sites were scattered across the country as the firms that participated in *Kenya Top 100* mid-sized firms are mostly in Nairobi and other major towns. Eighty-two CEOs were interviewed in Nairobi, 10 CEOs in Kisumu and Mombasa each and 3 CEOs in Nakuru.

3.5.3 Case Studies

The third and last method of data collection was Case Studies. Case Studies built on, and enriched the data collected through Delphi and the survey. In this research, focus was on gathering in-depth data on few cases (ten) through exploration of various components of entrepreneurial leadership.

In our research, Case study was expected to facilitate a better understanding of entrepreneurial leadership development which is a complex issue. This would help to build on the data that was already collected through Delphi and Survey methods. Case studies emphasized detailed contextual analysis of ten cases. The researcher used the case study research method to examine real-life situations regarding entrepreneurial leadership and to provide the basis for the application of ideas generated through survey method.

Ten cases were selected out the 105 CEOs that participated in the survey as case studies, using purposive sampling. This was informed by the recommendation that for case studies, one should go for the information rich respondents (Patterson, 1990). I made a deliberate effort to ensure inclusion of participants that cut across all cohorts. These included gender, age and race of the selected CEOs. Other factors included the sector of the selected firms and the number of years those firms had featured in the Top 100 Survey. Willingness to participate in the case study was also a factor as some CEOs were not ready to sit through the interviews after participating in the Survey earlier. Of the 10 participants, six were male and four were female.

Case studies were conducted focusing on all the research questions but paying special attention to the role of social groups and family in the choice and strategy of entrepreneurial leadership development, the 'dark side' of entrepreneurial pursuits and how to mitigate against falling of CEOs from iconic to irrelevant figures in the society. The case studies typically examined the interplay of entrepreneurial leadership and entrepreneurial leadership competencies, processes and strategies of entrepreneurial leadership competencies development and the influence of social groups and family on entrepreneurial leadership development variables in order to establish complete understanding the phenomena. This comprehensive understanding aimed at thorough in-

depth description of entrepreneurial leadership competencies development in Kenyan context focussing on CEOs of the mid-sized companies. Case study interview guide was used for data collection (*See Appendix 4*).The researcher was assisted by two Research Assistants to collect case study data. The Research Assistants helped in taking and organizing interview notes an exercise that was conducted during the months of August and September of 2014.

3.6 Study variables

Table 3.1 summarizes the study objectives and the methods that were used to collect the specific data.

Table 3.1: Study objectives and methods of data collection

	Research Objectives	Research Methods		
		Delphi	CEO Survey	Case Studies
1.	To identify personal characteristics and motivations of CEOs of mid-sized companies in Kenya		✓	✓
2.	To establish the key entrepreneurial leadership competencies required for CEOs in Kenya	✓	✓	✓
3.	To examine the methods and strategies used to develop the specific entrepreneurial leadership competencies	✓	✓	✓
4.	To investigate the extent and reason(s) why some methods and strategies of entrepreneurial leadership development are more useful than others		✓	✓
5.	To establish how family and social groups influence the entrepreneurial leadership development process and choice of strategy		✓	✓

Source: Author's Conceptualization (2018)

As can be seen in Table 3.1, data to respond to objective 1 which aimed at identifying personal characteristics and motivations of CEOs of mid-sized companies in Kenya was collected through the CEOs Survey and Case Studies. Data to address objectives 2 and 3 was collected through Delphi, CEOs Survey and Case Studies whereas data for objectives 4 and 5 was collected through CEOs Survey and Case Studies.

Table 3.3 shows the key study variables and selected indicators or dimensions in developing the measurement instrument. The main variables of this study include entrepreneurial leadership, entrepreneurial leadership competencies, entrepreneurial leadership competencies development (processes and strategies) and personal characteristics and motivations of the CEOs of mid-sized companies operating in Kenya.

Table 3.3: Study Variables and Indicators

Variable	Selected Indicators/Dimensions
Entrepreneurial leadership	- Entrepreneurial functions in the firm -Entrepreneurial scenario enactment • Framing the challenge (specifying highly challenging but realistic outcomes for the cast of actors to accomplish) • Absorbing uncertainty (taking the burden of responsibility for the future). • Path clearing (negotiating opposition and clearing the path for scenario enactment)- -Entrepreneurial cast enactment • Building commitment (building an inspired common purpose). • Specifying limits (building a common understanding and agreement of what can and cannot be done).
Entrepreneurial leadership competencies	• Attributes/traits • Skills • Behaviours
Entrepreneurial leadership development	-Methods/strategies/processes *(mentorship; coaching; self-development; experiential learning; action learning; observational learning; formal training; 360 degree feedback; high rope courses; reflective journaling, case study/success stories; executive lecture)*
Personal characteristics	Age, gender, educational level, ethnic group, family background, number of years as an entrepreneur, number of years as a CEO, and also age and the location of the firm.

Source: Author's Conceptualization (2018)

3.7 Data Analysis

Data analysis is an exercise of searching and identifying meaningful patterns on data (Mugenda and Mugenda, 1991). In our study, we used both qualitative and quantitative data analysis methods and techniques.

Quantitative data was edited, coded and analyzed. Three levels of analysis were used which included univariate, bivariate and multivariate. In the univariate level (univariate analysis is the focus on single variables, usually using low-order descriptive statistics

such as mean, mode and median; Bivariate is a look at two variables especially in correlation and chi-square, while multivariate has to do with looking at relationships of multiple variables through cross-tabulation.

Data-cleaning process was carried out as a precursor to more complex analysis including descriptive analysis. Basic descriptive statistics included measures of central tendency and percentages. At bivariate level, correlation analyses were done to determine the existence of relationships between variables, direction and strength as recommended by Babbie (1994). This helped in showing the effect of independent variable on dependent variables. Quantitative data was therefore, analyzed through descriptive statistics with an aim to get a general understanding of personal characteristics of CEOs of mid-sized companies in Kenya, the key entrepreneurial leadership competencies, preferred methods and strategies of entrepreneurial leadership development. The statistical tool that was used in the data analysis was SPSS.

Qualitative data analysis followed three steps (Miles & Huberman, 1994). These steps included data reduction, data display and drawing conclusions.

3.8 Data Reliability and Validity

Reliability from a quantitative perspective refers to the extent to which research findings can be replicated. From a qualitative perspective, dependability is based on outsiders concurring that given the data collected, the results make sense. That is to mean that the results are dependable and consistent.

In our study, caution was taken to avoid errors, which normally arise from questionable methodology in data collection and analysis. The use of Delphi technique in identification of key entrepreneurial competencies through a consensus process ensured value in the findings. The use of stratified random sampling in the survey and purposive sampling in case studies ensured that there is no biasness' in sampling. Data analysis utilized a rigorous analytical process to facilitate achievement of reliable results.

3.9 Ethical Issues

Ethics are the norms of conduct that distinguish between acceptable and unacceptable behaviour. Ethics connotes principles of obligation of researchers to others. They govern individual or social action. This study was guided by codes of ethics governing social science research. The researcher endeavoured to fully explain the research in advance and obtained informed consent from the participants of the research (both the experts and the CEOs). The researcher maintained confidentiality of the data collected from the respondents. The researcher also ensured honesty and openness. The researcher ensured that he honestly reported data, results, methods and procedures, and publication status. The researcher also acquired a research permit from National Commission for Science, Technology and Innovation (NACOSTI).

3.10 Chapter Summary

This chapter has outlined research methodology of the study that was followed in conducting the study on entrepreneurial leadership competencies development. The chapter started with a brief summary on research design and methods. The chapter then provides detailed account how the Delphi, Survey and Case Study were planned and executed and also how data collected using the three methods was analysed. This was followed by sections dealing with data validity and reliability and then discussion on ethical issues surrounding the research. Table 3.2 summarizes the methodology adopted by this study

Table 3.2: Summary of the Study Methodology

	Study method	**Respondents**	**Targeted sample**	**Actual Sample**	**Tools for Data Collection**	**Time for Data Collection**
1.	Delphi	Experts	20	19	Experts' Questionnaire	Sept – Oct 2013
2.	Survey	CEOs	100	105	CEOs' Questionnaire	Nov. 2013 - Sept 2014
3.	Case Studies	CEOs	10	10	Interview guide	August – Sept 2014

Source: Author conceptualization (2013)

Chapter 4, 5, 6 and 7 present a discussion on data analysis and interpretation guided by the research objectives respectively.

CHAPTER FOUR
PERSONAL CHARACTERISTICS AND MOTIVATIONS OF CEOs

4.1. Introduction

This chapter presents the personal characteristics of the mid-sized companies' CEOs and the motivations that fuel their entrepreneurial pursuits and interests. In addition, the chapter also provides general details about their engagement in entrepreneurship. The results and discussions for this output are subdivided into seven components that include: demographic information; the important reasons that led the respondents to become entrepreneurs; the rewards that entrepreneurs enjoy in pursuit of their entrepreneurial ventures, the challenges that one goes through for being an entrepreneur; the entrepreneurial functions of a CEO in a firm; the perception on factors leading to success in business and the leadership skills required to become a successful entrepreneur in Kenyan context. In sum, the chapter aims to answer the question: What are the personal characteristics and motivations of CEOs of mid-sized companies in Kenya?

4.2 Personal Characteristics of the Entrepreneurs

The variables of interest under personal characteristics of the respondents were age, gender, marital status, level of education, the nature of business ownership of the firms that they run, and the entrepreneurial experience of the CEOs. These personal characteristics are important in that they are likely to influence the CEOs' competencies and the choice of strategies of enhancing their entrepreneurial leadership competencies.

Seventy-five percent of the survey respondents were married, 21% were single and 4% were divorced. Most of the businesses managed by these entrepreneurs are private limited companies (68%), 19% are sole proprietorships, and 13% are partnerships. Further the results show that 92% of these companies are doing business in Kenya only while 8% are also operating their businesses in other countries including Uganda, Tanzania, Rwanda, and Angola.

4.2.1 Academic Qualification

The study established that 80% of the entrepreneurs interviewed were aged between 28 and 48 years. Those aged between 49 and 55 years comprised 9.5% of the all the CEOs, 6.7% were above 56 years, while those below 27 years were only 3.8%. This show that most of the CEOs are middle aged in their thirties and forties. Few of them are under thirty or over fifty. On CEOs' level of education, the analysis revealed that a large proportion (46.7%) had bachelor degrees while 27.6% had college diplomas. The results also revealed that of those with advanced degrees, 22.9% had Masters Degree while 3% had PhDs.

4.2.2 Age and Years of Experience

The analysis indicates that all the CEOs aged below 27 years and majority (n=12) of those aged between 28 and 34 years had between 1 and 5 years of experience. Majority (n=12) of CEOs aged between 35-41 years and most (n=10) of those between 42 and 48 years had experience of between 11 and 15 years. Further, the results show that a large proportion (n=10) of participants above 49 years had work experience of 21 years and above. From the analysis, it is worth noting that even though younger entrepreneurs had less experience, while older entrepreneur were more experienced, there are some cases where entrepreneurs who are elderly but have experience of 1 to 5 years and some aged 34 and below having experience of 16 to 20 years. This may be attributed to when one decided to enter into entrepreneurship or having been introduced to business at an early age as in the shown in Figure 4.1.
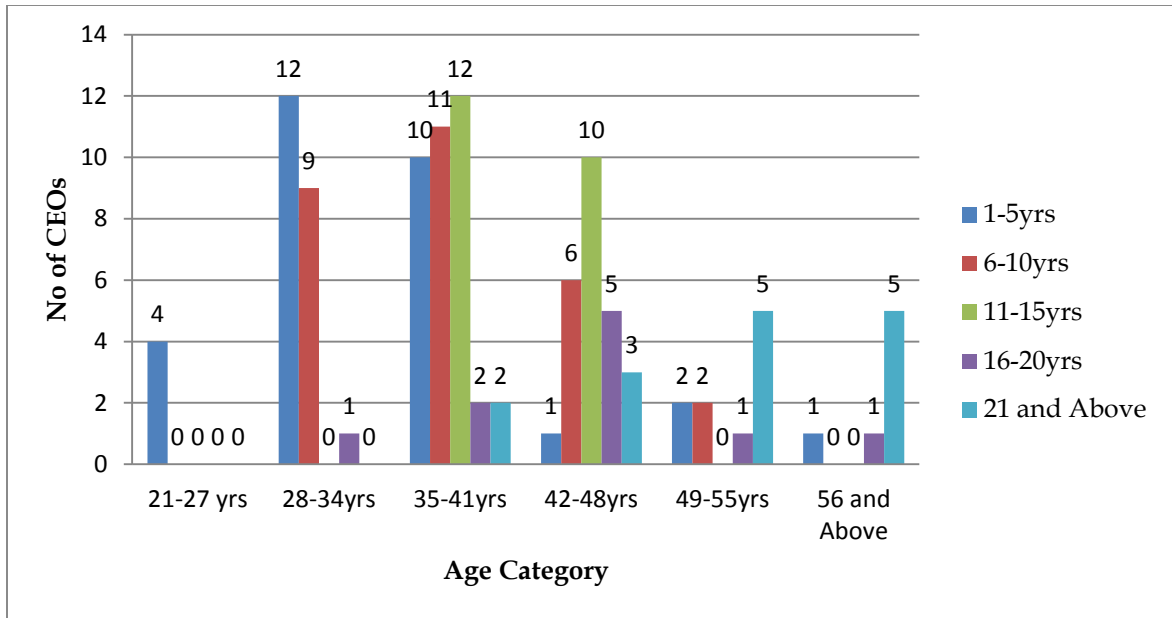
Figure 4.1: Relationship between Age and Years of Experience

4.2.3 Gender and academic qualification

Table 4.3 presents the distribution of education qualification across gender of CEOs who participated in the study. The results show that majority (77%) of the respondents interviewed were male CEOs while female comprised 23%. Academic qualification seems key to achieving the status of a CEO in mid-sized companies as all participants had attained a post-secondary qualification and majority having attained a minimum of a first degree.

The analysis reveals that 68% of the male respondents had attained university education with 32% having diplomas. On the other hand, 88% of the female CEOs had attained university degrees while 12% had diplomas. Whereas none of the female respondents had PhD, they had relatively higher academic qualifications compared to their male counterparts. The analysis reveal that majority (46%) of female participants had masters degrees compared to a majority (48%) of the male participants who had bachelor degrees.

Table 4.1: Gender of the respondent and academic qualification Cross-tabulation

			Academic qualification				Total
			Diploma	Degree	Masters	PhD	
Gender of the CEO	Male	Count	26	39	13	3	81
		% within Gender of the respondent	32.1%	48.1%	16.0%	3.7%	100.0%
		% within Professional qualification	89.7%	79.6%	54.2%	100.0%	77.1%
	Female	Count	3	10	11	0	24
		% within Gender of the respondent	12.5%	41.7%	45.8%	0.0%	100.0%
		% within Professional qualification	10.3%	20.4%	45.8%	0.0%	22.9%
Total		Count	29	49	24	3	105
		% within Gender of the respondent	27.6%	46.7%	22.9%	2.9%	100.0%
		% within Professional qualification	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Survey Data (2014)

The significance of association between gender and academic qualification was tested using Chi-square and Fisher's Exact test as presented in Table 4.2.

Table 4.2: Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	10.816[a]	3	.013	.016		
Likelihood Ratio	10.901	3	.012	.014		
Fisher's Exact Test	9.404			.018		
Linear-by-Linear Association	5.220[b]	1	.022	.027	.017	.009
N of Valid Cases	105					

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .69.

b. The standardized statistic is 2.285.

The analysis show two cells had minimum count of less than five implying the assumption for the asymptotic calculation of the significant level is not met; thus, the Fisher Exact test was obtained. The results (p=0.018) indicate that statistically significant association between gender and academic qualification of entrepreneurs.

4.3 Entrepreneurial Journey: Motivations and Turning Points

Entrepreneurship is a main driver for economic growth, development and employment generation in many countries worldwide. It has therefore captured the attention of policymakers, educators and researchers in the last few decades. However, scholars have not agreed on the key factors that impact on entrepreneurial intention. Identifying the factors impacting individuals' entrepreneurial intention and motivations has a high level of significance in specifying the extent to which individuals are interested in starting-up a business. Why do some people but not others choose to become entrepreneurs? What are the motivations that fuel entrepreneurial drive for those who choose to become entrepreneurs? Scholars have used different approaches to examine this question including but not limited to trait, demographic, cognitive, and environmental reasons, but not a single approach is sufficient to explain this entrepreneurial behaviour. It has been argued that reasons why some people and not others choose to become entrepreneurs

cannot be understood adequately without consideration of both the individual and the environment.

The CEOs were asked to rate the various reasons that led them to become entrepreneurs. The initial motivation to become an entrepreneur is likely to have an influence on choice of strategies and methods of developing entrepreneurial leadership competencies. The results of the study indicate that against the reasons presented to the entrepreneurs to rank in terms of what led them to becoming entrepreneurs, nine of those reasons scored over 80% (most important and important) on a scale of 1-5 from the most important (1) to least important (5) (See Table 4.3). The reason for wanting to make decisions crucial for the business successes scored the highest 93% with a mean of 1.52 followed by the 'desire to have personal satisfaction of creating and running a successful business' and 'wanting to work directly with their customers' at 92% and 91% and means of 1.51 and 1.47 respectively. The need to be able to work in fields that respondents really enjoy was ranked at 90% with a mean of 1.50 while wanting to participate in every aspect of running a business and wanting to be one's own boss was ranked at 88% each.

The need to make money for self rather than for someone else was at 86% while the desire to learn and gain experience in a variety of disciplines and the need to build retirement value was at 84% and 80% respectively. The reason of being encouraged by family or close relatives scored 71% while being forced to entrepreneurship due to unemployment scored 26% indicating least important to most of the entrepreneurs in the Top 100 mid-sized companies in Kenya.

The top three ranking reasons for becoming entrepreneurs include wanting to make decisions crucial to the business successes, desire to have personal satisfaction of creating and running a successful business, and wanting to work directly with their customers indicate that most of the CEOs are self-driven people and they are likely to be conscious of their competencies gap and therefore can come up with deliberate efforts to better their entrepreneurial leadership competencies. The role of family especially in encouraging one to become an entrepreneur is also seen as pivotal in entrepreneurial journey. Table

4.3 simplifies the reasons that the CEOs gave for becoming entrepreneurs and their scores.

Table 4.3: Reasons for becoming an entrepreneur

Reasons that led to being an entrepreneur	Very important/ important (%)	Not sure (%)	Least/less important (%)
Wanted to be making decisions crucial to the business success	93	3	4
Wanted to have the personal satisfaction of creating and running a successful business	92	6	2
In order to work directly with my customers	90	6	4
Wanted to be able to work in a field I really enjoy	90	7	3
Wanted to be own boss	88	6	6
wanted to participate in every aspect of running a business	88	6	6
Wanted to make money for self rather than for someone else	86	4	10
Wanted to learn and gain experience in a variety of discipline	84	6	10
Wanted to build retirement value	80	10	10
Encouraged by family or close relative	70	6	24
Was forced due to unemployment	26	4	70

Source: CEO Survey 2014

It can therefore be deduced from the analysis that the prospect of being own master is the strongest reason for people becoming entrepreneurs. When you are an employee, you work for others according to their plans, whims and finances. In entrepreneurial leadership, it is you who set the goal, plan the action and reap the satisfaction and

rewards of having achieved the goal. Entrepreneurs are their own boss and boss to other people and they make decisions that are crucial to the business success or failure.

4.3.1 Entrepreneurial Journey

Case study participants were asked to describe their entrepreneurial journey. The responses were meant to elaborate on the CEOs drive and motivations. From the responses, it emerged that entrepreneurs had experienced unique paths characterized by varying experiences and turning points. Their entrepreneurial journeys inform who they are today. Some entrepreneurs were introduced to business by their family members. This is especially the case with entrepreneurial families that run family businesses. One respondent said,

> *"I grew up in an entrepreneurial family and my family enterprises date back to about three generations. My great-grandfather founded this enterprise in Mumbai, India. My father later on succeeded him and continued with the rice processing enterprise. As I grew up I took keen interest in the business and during the school holidays, I would help out at the processing industry in packaging. As I grew older I developed keen interest in food processing and packaging. After my O-Levels as I was contemplating on my career choice, my father encouraged me to consider a career in food and beverage science. Ultimately I took up the challenge and pursued a degree in the same. In the meantime I would help my parents at their industry whenever I was home for holiday." (Case III)*

This clearly shows that the family plays a significant role as they introduce their young ones to entrepreneurial path and in addition walk with them. The footprints of their family members are visible throughout their entrepreneurial journey.

Other entrepreneurs can trace the source of their entrepreneurship journey from failure to secure a job as anticipated. They therefore joined business by default. Later in their lives they admit that it was a blessing in disguise. As indicated by one respondent,

"I never dreamt of ever becoming an entrepreneur, like every other Kenyan child my dream was that I will work hard in school and upon my graduation get a very good job. Actually when I graduated I spent most of my time reading newspapers just to check out which opportunities were available for me both in the government and blue chip companies. As an industrial chemist graduate I believed that indeed out there was someone in the need of my skills. In the beginning I was very enthusiastic but days turned into months, months into years and with every passing day my hopes dwindled. Three years after my graduation the hope of ever getting a job was no more. With the reality of not getting a job I started strategizing on my next move. After a lot of contemplation I decided that I would try out my skills in industrial chemistry to see if I could start manufacturing beauty products. I shared my new idea with my elder brother, a doctor, who had been supporting me all this time. He didn't seem enthusiastic about the idea. He even persuaded me to take up teaching in a local school as I waited for my fortunes to turn around. That was not what I ever wished, I therefore requested him to lend me Kshs. 20, 000 to start off my venture. Although he did not support my idea, he reluctantly gave me the money. I then rented a small double room in Rongai on the outskirts of Nairobi that would double up as my office and room. I bought chemicals worth Ksh.5, 000 and a few mixing containers. I would mix my chemicals to make beauty products such as hair shampoos and hair conditioners. I would then package the products in one litre cans and distribute among the salons around Rongai. It was not an easy job to convince the beauticians to take up my products. Majority of them would ask for credit and would take long to repay me. However, because I was desperate I had to operate under their terms so as to get loyal customers and have my products out there."(Case I)

There are other entrepreneurs that started their journey as employees of other firms. They gained a lot of knowledge on business management. They were exposed to business opportunity identification and recognition. They therefore gained experience and confidence to start and drive their own businesses to success. This can be seen from a comment by a respondent, who indicated,

"....As a child I always dreamt of completing my studies, getting employed and rising above the ranks to top management. Banking was my career choice and every day when I went to school it was to me a journey towards becoming a banker. Indeed my dream of becoming a banker was fulfilled when after my undergraduate I took up an internship with the Barclays Bank Ltd. While on my internship, I was attached to the credit appraisal department and my role was to ensure that the clients filed all the necessary documents and that they were authentic. After about six months of internship I applied to be employed as a banker in the same bank. My application was accepted and I now joined the bank as a management trainee. As a management trainee I would be shipped around all the bank departments so as to learn and understand the operations of the bank. After three years of management trainee my first opportunity of being a team leader came calling as I was promoted to the position of branch customer service officer. My responsibility was to ensure that all the bank clients were properly handled and certified with the service we offered. I realized that clients who become happy with our services would always refer to us new clients while those who felt frustrated with our service would complain so much and make us see if the issues they raised were addressed within a reasonable time frame."
(Case IV)

The study also established that other entrepreneurs are forced to entrepreneurship due to frustrations they face in places of their employment. These frustrations emanate from different things including feeling underutilized, failure of recognition of personal effort, disillusion of creating value for another person not self among others. This is clearly captured by the experiences of one respondent, who said,

"Throughout my life I always perceived myself as a go-getter and I believed in my abilities. As a young girl I tried my level best to work hard in school and many a times I emerged top of my class. My desire was always to be competitive with the boys around me and there was no way I was going to allow the boys in our village to bully me around. My family especially my father would offer me a lot of support in my formative age and even allowed me to stand in for him at his shop. I

guess it is this early interaction with my parents business that oriented me with making of profits and losses something my father was very enthusiastic about. He was also a man who strongly believed in education and he encouraged me to take up my studies very seriously. This would later bear fruits as I managed to pass my primary school very well and gain admission in a prestigious secondary school. After my A-level, against all odds, I chose to take up Architecture, a course that was then a reserve of men; actually we were only two ladies in the class of twenty. After my graduation I immediately got a job with the government and I was posted as a District Architect in the Rift Valley. Like many other young graduates I was enthusiastic about my new job and looked forward to actively participating in nation building. Unfortunately like many other government officers at the time, it would seem that there was no work for me in the country and even my seniors did not seem to bother about it. Indeed this was very frustrating as I felt that my career had now stagnated and there was no opportunity for growth. Frustrated by my new job, I began plotting on my next move so that I could redeem my architectural career. I applied for a scholarship outside the country in England and I was fortunate to get an admission and a full scholarship. I therefore migrated to England for further studies and while there I joined a private architectural firm. This was indeed a turning point for me as I took up challenging assignments first as an assistant and later on as a lead architect. I cherish this period as the period of eye opening to the many opportunities unexploited back home. Therefore on my graduation I opted to head back home…." (Case IX)

This shows that people who are dissatisfied and yearning for more and craving to push the envelopes of success to higher level are likely to abandon employment and start their own businesses. This comes after realization that if put the same effort they put in employment into their own businesses, they stand to gain more.

There are other entrepreneurs whose humble background propels them to business as an escape route from poverty. They are driven by the urge to create wealth in order to improve their livelihoods and those of who depends on them. The fear of relapsing to poverty seems to push them in their entrepreneurial pursuits. There are significant cases of people who rose from humble beginnings and end up being towering figures in business. This is well articulated and captured by a respondent, who said,

> *"It started long time when I was young. My mother used to allow us to milk goats and sell the milk; we also used to sell sisal. I knew if I wanted an extra coin I could get it by selling something. This is when I started teaching as a graduate teacher and realized that I could not make ends meet. I started with getting handbags and selling them to fellow teachers in a rural school I was teaching, later I was posted to Matasia in Ngong but was already living in Ongata Rongai. I first set up a wholesale shop but managing the marketers became difficult. I sold the business and established a salon. This is when my eyes opened up because the salon had many clients; we had both the salon, kinyozi and a beauty shop. But the business came with signing of an Mpesa contract with Safaricom Ltd. Because of my networks I soon acquired sub-agents which made me know the power of working through others. Originally when the business was not saturated we made over 1m a month. This was good while it lasted because m-pesa came with a lot of fraud and the rules of operation were stringent."* (Case X)

The research also reveals that there are entrepreneurs who have over time and in their entrepreneurial journey engage in trial and error. They start a business, learn from it, and move on to another one and another.

4.3.2 Turning Points/Critical Entrepreneurial Moments

Most entrepreneurs in the course of their entrepreneurial journeys encounter their turning points in their entrepreneurial pursuits. From the case studies conducted, these turning points mark the beginning of new entrepreneurial experiences. These turning points are characterized by dynamism and fluid state of business environment. The response to

these turning points is the indicator of whether one is going to sink, remain, afloat or turn a new leaf in their entrepreneurial journey.

The turning points are occasioned by different things. One of the factors leading to turning points is innovation and change of technology. Those entrepreneurs that are prepared for such change leap a lot and turn around their profitability. This is exemplified the response of one respondent who asserted that,

> *"Getting the market was a bit challenging and it took us time to get where we are now. By the time we started this business, people had not ventured into technology and few organizations used computers. Many companies were using the filing system of storing data and this was the common trend especially in government institutions. Majority of employees were not conversant with computers. The changes occurred when organizations started embrace technology and employees were encouraged to learn and use computers. At that particular time, the demand was high and we managed to supply many government and non-governmental institutions, and here we are. Also when we partnered with big organizations like KPLC, Kengen, Toshiba etc. improved business. "(Case VII)*

Another respondent also in support of need for innovation and how that transformed her business indicated that:

> *"Back home I found that there were major transformations that had happened over the last seven years I had been away. The local middle class had grown tremendously over this period an also there was a lot of development taking place. However majority of the people were focusing on rental houses and very few were concerned about home ownership. I carried out a market survey that indicated that indeed a majority of the Kenyan middle class were more interested in becoming home owners as opposed to tenants. Unfortunately what was available in the market was either too expensive or did not suit the need of the clients. Armed with only a little capital we together with my husband decided to venture into the real estate market and respond to the need that was there for*

affordable housing. It has been a long journey with its own share of ups and downs but which has brought a lot of satisfaction as we nurtured our business idea to what it is today." (Case IX)

Other entrepreneurs experience their turning point when they are looking for solutions to problems affecting their businesses especially financial problems. This is well captured by a respondent who was undergoing financial turmoil. He said,

"I kept on trying my best, but I suffered serious financial flows because most of the customers were defaulting or taking too long to repay me. After two years, I almost gave up, but one of my younger brothers who was very good in marketing offered to join me. He injected in the business some capital, came up with a brand and vigorously marketed our products. Within six months our sale volumes had risen from approximately Kshs. 70, 000 a month to Kshs. 300, 000. We expanded our production team to about twenty employees. We also expanded our market area from Kajiado County to Nairobi, Nyeri, Thika, Nakuru, Machakos and Makueni. The real turn around came in 2010 when our products were displayed by Tuskys and Naivas Supermarkets country-wide. It has not always been bliss but we pride ourselves on our customers who are our brand ambassadors. Today we have a fully-fledged factory with production, procurement, finance, human resource and marketing units. We have about 80 employees who carry on the vision of our company." (Case I)

Other entrepreneurs experienced their entrepreneurial eureka moment while they were working for other people. They were hit by entrepreneurial urge that no manner and form of discouragement can put off. This in addition to a drive to venture into their dream entrepreneurial ventures can form a launch pad from where a successful career in entrepreneurship can start. This is well captured by a respondent, who said,

It was while working here that the entrepreneurial urge also hit me. My thinking was that if I put similar effort in my own firm I would then make a lot out of my career while growing my company profile. However, everyone I shared my dream with dismissed it as unviable owing to my age and the little experience I had. One

day while sharing my dream with a colleague who had just been registered as a valuer, he became interested and even proposed that he would be interested in becoming my partner. The following months we would meet and strategize on how to go about it and in January, 2009 we opened our doors as a valuation and properly management firm. But the critical moment in my entrepreneurial journey is when I decided to diversify and venture into an area I had very little knowledge on, that is manufacturing. I had always wanted to be an industrialist and as soon as we set up the valuation firm I started doing a market research in plastic-containers manufacturing. The sector was dominated mainly by Kenyans of Indian origin, but I was determined to venture into it. I visited various countries seeking knowledge on what equipment I needed and finally while attending an expo in China, I found a manufacturer who sold the machines required at a fair price. I approached a local bank with my business proposal and they agreed to fund the capital intensive venture. In 2012 I opened my industry and started manufacturing 5-litre and 1-litre jericans which I sell to various local packaging companies." (Case II)

This indicates that people who are dissatisfied with being employees and have a drive to create their own value, the point they decide to leave their job and pursue their entrepreneurial journey through the unbeaten paths can constitute their turning point. It is also clear from the case studies that the exposure and experience that those who start as employees get go a long way in developing their business acumen, prowess and competencies. Their entrepreneurial opportunity recognition, identification and pursuit skills are sharpened through nurturance while still employees. A classic example is the narration by a respondent, who indicated that,

'My real turn around came when I was promoted to the position of branch manager. Although the branch was quite small, it gave me an insight of managing an enterprise focusing on the customer while maximizing profits. To me this opportunity was the one that actually set me up for the task of entrepreneurship. I started focusing more on how I would exit the employment world and start up a venture that would define my legacy. This was not an easy decision especially

because everyone I shared my idea with wondered why I wanted to give up on my sterling and comfortable career to take up something I was not even sure about. However, I chose to follow my inner conviction and drive to pursue business interests. I eventually submitted my intention to resign from Barclays Bank of Kenya. My Managing Director was taken aback by my decision and tried his level best to lock me out of my decision. After sharing with him my ultimate goal in life and the thought behind my decision, he reluctantly welcomed it and offered me his support. Later on when I founded my consultancy firm, I would also carry out assignments for my former employer, who I have a lot of respect for to date. It is fifteen years now since I founded my consultancy firm and I am proud in it that we have contributed greatly in product development of the financial industry which has had transformational results to the people of Kenya and East Africa in general." (Case IV)

Opportunities offered by family especially at young age can also be a turning point in entrepreneurial journey. It is leverage and the competitive advantage that entrepreneurs from entrepreneurial families enjoy compared to others. Those opportunities that emanate from one being a member of entrepreneurial family are the stepping stones and the ladder towards greater entrepreneurial journey and success. The mentorship, coaching and assistance in times of challenges, goes a long way towards facilitating and making entrepreneurial journey manageable. This is well explained by a respondent, who said,

"After my graduation I joined my parents at their small company to start off the quality assurance department. This presented me with a perfect opportunity to excel in my career and also start my entrepreneurial journey. With my professional input we were able to grade our products for various market segments and also the idea of diversifying set in. I discussed with my parents who were now my partners on emerging business opportunities especially on horticultural products such as tomatoes, butternut, carrots, French beans amongst others. The main concern was that we were not into farming and as such we would not meet the requirements for the international market especially Europe and North America. I did a business survey on the potential of the

business and at last found a way of guaranteeing quality requirements. We would contact farmers who would produce for our market needs and standards. This saw us venture into fully fledged company in food processing and packaging for the local and international market. It is the opportunity granted to me by my parents that became my turning point to thrive and succeed." (Case III)

Entrepreneurial journey is riddled by numerous and diverse challenges. These challenges at times can be an eye opener and beginning of a new and innovative strategy towards survival in the business arena. This is well captured by the experience of one respondent, who said,

"One of my sub-agents committed a fraud and all our outlets were frozen for a month. This is now what I could call the turning point. I realized I could not rely on business that was controlled by another person; this realization drove me to starting a kindergarten in 2010. I did research and I specialized in what was not being offered by competitors like door-to-door transport, school meals, sports and extracurricular activities. The reception was wonderful and in 2011 I embarked on building the primary school for transition. I admitted the first lot in 2012 and the growth has continued. My being at the salon also enlightened me on the hardships small scale business people went through. Among those challenges is lack of access to regulated credit because they were unbankable and exposure to informal lenders whose interest rates are very high. I witnessed business start and close. This experience is what informed my coming up with the M-ASCA model to afford the segment affordable credit at 1% that fits into their way of doing business. M-ASCA model is paperless that the clients will not be away from their business and also the fact that it allows them to save any amount as little as Ksh. 50 or repay loans little by little." (Case X)

4.4 Rewards for being an entrepreneur

Respondents were asked to name the rewards they get as a result of being entrepreneurs. Based on yes and no responses, all the options presented for ranking scored seventy percent and above (see Table 4.5). The participants ranked freedom to work as the best

reward at 91% followed by satisfaction of being own boss at 86%, ownership and retirement assurance at 80%, power to do things as they like at 75% and respect of family and friends at 71% . Twenty-nine percent of the respondents indicated that they do not get any reward by being respected by their family and friends, 25% stated that they felt that they did not get any benefit by possessing power to do things as they like, 20% by ownership and retirement assurance, 14% by satisfaction of being their own bosses and 9% having the freedom to work. Table 4.4 summarizes the rewards CEOs enjoy for engaging in entrepreneurship.

Table 4.4: Rewards of being an entrepreneur

	(Yes)		No			Std. Error of		
	N	%	N	%	Mean	Mean	Std. Deviation	Variance
Freedom to work	95	90.5	10	9.5	1.10	.029	.295	.087
Satisfaction of being own boss	90	85.7	15	14.3	1.14	.034	.352	.124
Ownership and retirement assurance	84	80	21	20	1.20	.039	.402	.162
Power to do things as I like	79	75.2	26	24.8	1.25	.042	.434	.188
Respect of family and friends	75	71.4	30	28.6	1.29	.044	.454	.206

Source: CEO Survey 2014

4.5 Entrepreneurial Challenges and how CEOs deal with them

There are multiple challenges that CEOs go through as they carry out their entrepreneurial duties. Their leadership competencies come in handy to help them chart their entrepreneurial journey, coming up with credible solutions towards those challenges. Entrepreneurial leadership competencies help the CEOs in handling the

'dark' and negative aspects that results from entrepreneurial pursuits. These elements include: financial risk, family pressures and demands, social risks, psychological distress, dealing with dishonest workers, risks related to clients and unfriendly business environment and also ego issues.

4.5.1 Financial challenges

Eight out of ten of the participants of case studies indicated that financial challenges are a major source of entrepreneurial stress. Financial challenges take many forms and manifests themselves differently. Most of the enterprises are capital intensive especially those in manufacturing and ICT sectors. Credit in Kenya is very expensive and the conditions of a loan facility are often dictated by the financial institutions. This is very challenging for firms especially in their embryonic stage or when they are expanding.

Firms also incur losses. One CEO indicated that his firm lost about KES 15,000,000 due to fire disaster. The firm lost newly acquired machines and raw materials. This subjected the CEO to serious psychological distress. Another CEO in agro-processing firm indicated that unreliable weather causes them untold misery. He said:

> *"The nature of my enterprise is such that it is capital intensive and in case of any risk we are bound to lose. When we contract farmers, we invest in them, giving inputs necessary for them to produce the quality we desire. Sometimes there is drought and even the irrigation water becomes a problem. This makes production to be low for our farmers and they are unable to meet the quantities and quality we desire to have. In such cases the losses can be too much and have a negative impact on our production especially in regard to the market demand" (Case III).*

Another challenge that CEOs face is delays in payment of goods and services they have delivered. One CEO explained,

> *"As a consultancy institution we do not sell any tangible product, instead we sell services. This normally means that we have to finance the operations of the assignments with the hope of being paid as soon as we are done. This is not*

always the case and the client might take longer than earlier anticipated leaving us in a financial quagmire" (Case IV).

CEOs are plunged into major distress in case of a loss, a disaster or market failure. This is especially so given that most firms finance their operations through loans.

There are several measures that the CEOs have come up with to deal with those financial challenges. These include: insuring their firms against such losses; negotiating with financial institutions for overdraft and loans and improving efficiency in production, having a payment schedule before delivering goods or services. For example, one may have a client pay a deposit of a minimum percentage, normally 30% of the total fee note as down payment, minimizing financial losses by ensuring commitment of competent staff and also improving relations with financial institutions on top of prudent re-investment plans.

4.5.2 Family pressures and demands

The study established that the work of CEO is very demanding and that they spend most of their working hours and even weekends concentrating on their firm's leadership functions. At times they are moving from one place to another, even on foreign trips performing their entrepreneurial leadership duties. This may cause a serious strain in their families and the society may perceive them as neglecting their duties at family level.

The fact that they work for long hours, even by the time they get home, they are too tired to engage in any meaningful familial responsibility. One CEO said,

"Most of the assignments we undertake are time bound and respond to very urgent needs of the client. As such it means that I spend a lot of my time overseeing the accomplishment of these assignments successfully. This means that I have to also get to work very early in the morning, work late and even over the weekends. Also the bulk of the work is in the field and therefore we travel a lot on business both within the country and other countries too. This has had quite some strain on my social life especially at the family front and friends too. Some of my friends joke that they are only sure I will make to their event when they see me

seated. While this was more pronounced in the formative years I have since capacity built my team members so that they can take responsibility in my absence" (Case IV).

Other CEOs added their voices in support, and said,

"Sometimes this affects our families. For instance, you will always receive calls at night and you have to attend to the problem. Sometimes family issues can affect your performance for example, when you lose someone close this will affect how you work and again, your family may need you while you are busy at work. There was a time when I lost a relative and by that time was in Tanzania attending to company issues, but my family felt that I am not participating in family activities" (Case VI).

"Also the nature of our business is such that I spend long times either at the factory or on business trips. Therefore I have very little time with my family on a day to day basis especially with my children"(Case I).

".... Sometimes you miss out on family functions because you are busy at work. Again long working hours may also affect your health. For instance, sitting for long hours and starring at computer for long may cause health problems" (Case VII).

".....at times you have a project which you want to finish on time and on other side, the family needs you. Like now I have a project in Karen. I even go there on Saturdays and Sundays which are supposed to be family days" (Case V).

As a result of missing family functions, having limited time with family, the CEOs feel guilty especially due to criticism they receive. This is a source of stress to the CEOs which may affect their performance of leadership functions.

CEOs indicated some of the ways they deal with family pressures and obligations is spending some days especially weekends with the family, going on vacation with family during school holidays; delegating duties to other staff after building their capacity and also creating time for personal rejuvenation and development.

4.5.3 Social Obligations

The research showed that the work of a CEO is time consuming. Performance of entrepreneurial duties and obligations occupy most of their time, thereby leaving no room for socialization. They are so much committed to the success of their business at times at the expense of their social wellbeing. One respondent noted,

> *"...Socially I have suffered both at the family level and at friend's level. When I ventured into manufacturing it meant that I spent a lot of time nurturing my business so that I do not lose my investment and also I be able to repay the creditors. This took toll on my time and I had very little time with my family. I also did not have time to attend many of my social activities. My life revolved mostly around the warehouse and on business trips getting home at mid-night and leave before dawn"* (Case II).

Dealing with friends as your employees or business partners is another serious challenge CEOs face. Some of them are a distraction to the performance of the business. CEOs have a difficult time punishing them. CEOs have to make a choice of either dealing with them professionally at the expense of social ties or safeguarding social ties at the expense of entrepreneurial performance.

There are several ways through which CEOs deal with the challenges associated to their social obligations. One way is by ensuring that they are in constant communication with their friends, mentors, extended family and relevant community members. They also spare time to attend important social functions such as weddings, funerals, fund raisers, and even birthday parties of significant people in their social circles.

In addition some CEOs have made a bold step of separating social obligations and business obligations. One CEO said,

> *I learnt the need to run my business professionally and hire professional persons to assist me. I created various departments with sectional heads and supervisors who professionally manage my employees"* (Case I).

Another CEO indicated that, "*I also have a diary handler who is able to plan for me and ensure that I do not miss out on important appointments both social and official*" (Case III).

4.5.4 Intrapersonal Challenges

Intrapersonal challenges are those that emanate from within oneself. These may include psychological and ego related challenges. Entrepreneurship involves taking risks and cut throat competition. One has to work extra hard to remain afloat. Business losses whether incurred or expected can be a source of stress with serious psychological implications. One CEO indicated that they lost their business to night fire that gutted their firm to ashes. He lost a life-time investment and kept fearing that his creditors would auction him. Despite the personal loss, he had to take the leadership role of assuring all his employees that they will re-open soon and that they will not lose their jobs. Also he had to reassure the suppliers and other clients that they will soon be in business. This is despite the psychological turmoil he was undergoing.

If the business environment is not conducive, this can result in anxiety and at times panic. This can be as a result of change of government policy, economy doing badly thereby affecting the purchasing power of the clients, conflicts especially the post-election violence of 2007/2008, aggressive actions of the competitors, global environment that is in a stable state of flux and other uncertainties.

There are fears that CEOs have to deal with in their entrepreneurial pursuit. These fears include loss of family or failure in parenting duties as a result of the time spent away from them while striving to push the business to the next level. Also fear of losing friends and significant others; fear of failing in business; fear of being swindled by unscrupulous employees, suppliers and clients; fear of falling sick due to long hours present in business and stress; fear of the unknown due to business uncertainties and threats.

4.5.5 Unethical practices in business performance

There are a number of ethical issues that are challenging to the CEOs. Corruption tops this list. In Kenya corruption is rampant and presents a big headache to the CEOs. The

biggest dilemma is whether to engage in it or not to get business favours. One respondent indicated,

> *"In Kenya there is nothing for free (corruption). As an entrepreneur you face such challenges before you can get any sensible job. At the end you will get yourself working for others. They take the bigger share of the profit leaving you with something small. For instance you may get a project of 5 Million, but at the end you will be left with haIf a million (500,000). Most of the money is distributed to those people. The bank statement reads huge amount but this money is not yours alone. You look like you are doing money laundering business because money comes in and goes out"* (Case V).

Some of the CEOs admitted to giving in to corrupt dealings especially with government officials in order to secure government supply and services jobs.

Table 4.5 presents the challenges entrepreneurs go through in the process of their entrepreneurial pursuits. This is according to the responses given by the CEOs during CEO survey. From the results, two major challenges facing entrepreneurs in the Top 100 midsized companies in Kenya were identified by the respondents. These were constraints of financiers, laborers, customers, suppliers and debtors curtail that freedom, which scored 85.7% and frustrations due to limited capital and other resources at 81.0%. Others scored as follows: frustration due to non-achievement of entrepreneurial objectives 60.0%; social and family life affected due to long hours of working 58.1% and risk of failure 58.1%. The results also show that frustration due to non-achievement of entrepreneurial objectives, social and family life being affected due to long hours of working and risk of failure were other challenges to the entrepreneurs.

Table 4.5: Challenges experienced by entrepreneurs

Challenges	Yes		No		Mean	Std. Devi	Variance
	N	%	N	%			
Constraints of financiers, labourers, customers, suppliers and debtors curtail that freedom	90	85.7	15	4.3	1.14	.352	.124
Frustrations due to limited capital and other resources	85	81.0	20	19	1.19	.395	.156
Social and family life affected due to long hours of working	61	58.1	44	42	1.42	.496	.246
Frustration due to non-achievement of entrepreneurial objectives	63	60.0	42	40	1.40	.492	.242
Risk of failure	61	58.1	44	42	1.42	.496	.246

Source: CEO Survey 2014

4.6 Entrepreneurial Functions of CEOs

The study sought to establish the entrepreneurial functions performed by the CEOs in their respective firms. The functions that are performed by the CEOs largely determine the necessary competencies they need in order for them to perform optimally. Statements relating to various entrepreneurial functions were presented to the CEOs based on a "Yes" and "No" options where "Yes" indicated that they were performing and No indicated that they were not performing a particular function. From the results, it is clear that an entrepreneur has to perform a number of functions right from the generation of idea up to the establishment of an enterprise. He or she also has to perform functions for successful running of his or her enterprise. Entrepreneur has to perceive business opportunities and mobilize resources like human resource, money, machines, materials and methods. Table 4.6 presents the entrepreneurial functions of CEOs.

Table 4.6: CEO Entrepreneurial functions performed in firm

Entrepreneurial functions	Yes		No			Std. Error of	
	N	%	N	%	Mean	Mean	Std. Deviation
Decision making function in various fields of the business enterprise	101	96.2	4	3.8	1.04	.019	.192
Idea generation	99	94.3	6	5.7	1.06	.023	.233
Innovative function	98	93.3	7	6.7	1.07	.024	.251
Organizational function	96	91.4	9	8.6	1.09	.027	.281
Managerial function	95	90.5	10	9.5	1.10	.029	.295
Risk bearing function	91	86.7	14	13.3	1.13	.033	.342
Business environment intelligence	89	84.8	16	15.2	1.15	.035	.361
Determining form of enterprise and ownership right	89	84.8	16	15.2	1.15	.035	.361
Scanning the internal and external environments to inform vision and strategy	89	84.8	16	15.2	1.15	.035	.361
Raising funds from internal source as well as external source	88	83.8	17	16.2	1.16	.036	.370
Procurement of machines and materials	82	78.1	23	21.9	1.22	.041	.416
Market research	81	77.1	24	22.9	1.23	.041	.422
Entrepreneurial project implementation	78	74.3	27	25.7	1.26	.043	.439

Source: CEO Survey 2014

The analysis revealed that 96.2% of the respondents agreed that decision making in various fields of the business enterprise was one of the functions they performed. Idea generation through vision, insight, keen observation, education, experience and exposure scored 94.3% among the entrepreneurs who agreed that they performed it in their firms. Idea generation implies product selection and project identification. Idea generation is possible through vision, insight, keen observation, education, experience and exposure. This needs scanning of business environment and market survey. Innovation is also rated as an important function of entrepreneurial leaders by 93.3%. Innovative function includes involves to innovate new products, services, ideas and information for the enterprise growth.

Organizational function which involves coordination, organization and supervision in the firm scored 91.4%. This was closely followed by managerial function which entails planning, coordinating, staffing, directing, motivating and controlling in the enterprise, which scored 90.5%. Risk bearing function (assuming all possible risks of business which emerges and minimize) had 86.7% while business environment intelligence (scanning of business environment and market survey). Determining form of enterprise and ownership right depending upon the nature of the product, volume of business and scanning the internal and external environments to inform vision and strategy each scored 84.8%. Entrepreneur has to state and lay down the business objectives. Objectives should be spelt out in clear terms. The entrepreneur must be clear about the nature and type of business so that he can very well carry on the venture in accordance with the objectives determined by him.

Raising funds scored 83.8%. All the activities of the business depend upon the finance and hence fund raising is an important function of an entrepreneur. An entrepreneur can raise the fund from internal source as well as external source. He should be aware of different sources of funds. He should also have complete knowledge of government sponsored schemes in which he can get government assistance in the form of seed capital, fixed and working capital for his business.Procurement of machines and materials; market research of the demand for the product, size of the market/customers, the supply of the product, competition, the price of the product; and entrepreneurial project implementation scored 78.1%, 77.1% and 74.3% respectively.

4.7 Factors leading to success in business

What are the factors that make an entrepreneur to become a successful? This study indicates that 96.2% of the entrepreneurs stated that success in business is determined by being focused and determined to succeed, having a certain level of work experience was rated by 89.5% of the participants, being hard working rated by 87.6%, having good mentors and coaches rated by 69.5%, academic qualification rated by 66.7%, benefit from intergenerational business knowledge transfer at 60% while 51.4% considered having international experience as a factor leading to business success. Table 4.7 presents the results.

Table 4.7: Factors CEOs link to their success in business

	Frequency (N)	Percent
Focus and determination to success	101	96.2
Work experience	94	89.5
Hard work	92	87.6
Good mentors and coaches	73	69.5
Academic qualification	70	66.7
Intergenerational business knowledge transfer	63	60.0
International experience	54	51.4

Source: CEO Survey 2014

4.8 Leadership skills required as an entrepreneur

The respondents were asked what they thought to be the leadership skills that an entrepreneur needs. Table 4.8 summarizes the leadership skills required for entrepreneurial success. All the leadership skills presented to the respondents scored 80% and above indicating the participants ranked the skills highly as required for one to be a successful entrepreneur. Analytical thinking scored the highest (94.3%) followed by ability to make sound decisions (92.4%), ability to learn from experience (90.5%), cognitive ability (88.6%), strategic thinking (85.7%), ability to be influential and persuasive with different public (85.7%), ability to identify, attract, develop and retain talented people (87.6%), ability to manage in an environment of diversity (83.8%), ability to delegate effectively (81.9%), personal and organizational communication skills (81%).

Table 4.8: Leadership skills required as an entrepreneur

Leadership skills required as an entrepreneur	N	(%)
Analytical thinking	99	94.3
Ability to make sound decisions	97	92.4
Ability to learn from experience	95	90.5
Cognitive ability	93	88.6
Strategic thinking	90	85.7
Personal and organizational communication skills	85	81.0
Ability to identify, attract, develop and retain talented people	92	87.6
Ability to be influential and persuasive with different public	90	85.7
Ability to manage in an environment of diversity	88	83.8
Ability to delegate effectively	86	81.9

Source: CEO Survey 2014

4.9 Chapter Summary

The chapter presents personal characteristics and motivations of the CEOs. Personal characteristics of the CEOs included sex, age, professional qualification, entrepreneurial experience and the nature of their enterprises. The study established that most of the CEOs are middle aged in their thirties and forties. Few of them are under thirty or over fifty. The results show that majority (77%) of the CEOs interviewed were male while female comprised 23%. On CEOs' level of education, the analysis revealed that a large proportion (46.7%) had bachelor degrees while 27.6% had college diplomas. The results also revealed that of those with advanced degrees, 22.9% had Masters Degree while 3% had PhDs. Academic qualification seems key to achieving the status of a CEO in mid-sized companies as all CEOs had attained a post-secondary qualification and majority having attained a minimum of a first degree.

The study also sought to understand the motivations that fuel entrepreneurial drive of the CEOs. The study found out that there are various reasons that led CEOs into being entrepreneurs. Most of the CEOs are self-driven and therefore main reasons included their quest to make decisions that will lead to business success, to achieve personal satisfaction due to the creation and running of a successful business, to work directly with clients among others. It can therefore be argued that the opportunity of being own master

is a very strong reason for people becoming entrepreneurial leaders. This helps the CEOs to create value and inspire optimal performance in their firms.

From the study, it also emerged that CEOs had gone through unique experiences and pathways in their entrepreneurial journey. The entrepreneurial path they too largely influence who they are today. Some CEOs were introduced to business by their family members and close associates, others by their own self-driven entrepreneurial drive while others got frustrated in their former places of work so they chose to start their own businesses.

CEOs face numerous challenges in their entrepreneurial pursuits. These challenges determine the sills set and competencies they need to surmount them. They also expose their skills gap that they may be having, thereby have an inclination to the choice of strategies of developing the missing entrepreneurial leadership competencies. Entrepreneurial leadership competencies therefore help the CEOs in handling challenges that result from entrepreneurial pursuits. These challenges include financial, family pressures and demands, social, psychological distress, dealing with dishonest workers, risks related to clients and unfriendly business environment.

The personal characteristics and motivations captured lay the basis of this study by providing the platform through which to move on to the next chapters. The next chapter explores the main entrepreneurial leadership competencies for CEOs in Kenya.

CHAPTER FIVE

ENTREPRENEURIAL LEADERSHIP COMPETENCIES

5.1 Introduction

This chapter deals with the study's second research objective, which aimed at establishing the key entrepreneurial leadership competences which entrepreneurs need in performing various roles to be efficient in Kenya. Entrepreneurial leadership competencies have been defined and conceptualized differently by different authors.

In this study, the term entrepreneurial leadership competencies' was defined as attributes/traits, skills, and behaviours that facilitate optimal entrepreneurial performance. Entrepreneurial leadership competencies are manifested through concrete entrepreneurial actions. In order to establish the key entrepreneurial leadership competencies required for CEOs in Kenya, the study relied on data collected through Delphi, Survey and also Case Studies.

5.2 Expert Ranking of Entrepreneurial Leadership Competencies

In round one of the Delphi survey, nineteen experts participated in ranking 33 competencies in order of importance. The 33 competencies were compiled after extensive literature review. The findings from Round 1 are summarized in Table 5.1, which show the ranking of entrepreneurial leadership competencies as rated by the experts. The competencies that were rated as most important for CEOs in Kenya were innovativeness, proactiveness, risk taking, positive and identifying and articulating a vision. Others include being decisive, having foresight, being of high integrity, being ambitious and performance oriented and being improvement oriented.

Table 5.1: Round one ranking of the competencies related to entrepreneurial performance (%)

	Competencies	Greatly Inhibits	Somewhat Inhibits	Slightly Inhibits	Has No Impact	Contributes Slightly	Contributes Somewhat	Contributes Greatly
1	Innovativeness						26	74
2	Proactiveness					5	26	68
3	Risk Taking					11	21	68
4	Positive			5		11	16	68
5	Identifying and Articulating a Vision				5	5	26	64
6	Decisive		5			5	26	64
7	Foresight				5		16	63
8	Ethics and Integrity		5			16	16	63
9	Ambitious and Performance Oriented					5	36	58
10	Improvement Oriented					11	31	58
11	Informed					16	26	58
12	Adaptability and Flexibility					5	42	53
13	Effective Bargainer					5	42	53
14	Independent					11	37	53
15	Intellectual Versatility			5		21	21	53
16	Organizational Savvy			5		26	16	53
17	Convincing			5	5	16	26	48
18	Intellectually Stimulating			5		16	32	48
19	Personal Mastery				5	21	32	42
20	Enthusiastic					36	21	42
21	Emotional Intelligence				5	21	37	36
22	Diplomatic		5		5	16	37	36
23	Global Mindset		5		11	31	16	36
24	Inspirational					11	58	32
25	Encouraging			5		26	36	32
26	Integrator			5	5	21	36	32
27	Providing an Appropriate Model				5	32	32	32
28	Confidence Builder				5	21	48	26
29	Internal Locus of Control		11	11	5	26	21	26
30	Cognitive Ability				5	36	36	21
31	Intuitive				16	26	36	21
32	Providing Individualized Support			11	16	32	32	11
33	Tolerance of Ambiguity		5	5	26	32	26	5

Source: Delphi Data, 2014

After the analysis of round one, the researcher did two things, guided by the results of the analysis and advice from the experts. First, to avoid redundancy and repetition, I combined the competencies that were similar or meant almost the same thing. These include identifying and articulating a vision and convincing, positive and enthusiastic, and emotional intelligence and personal mastery. As a result, the number of listed competencies declined from 33 to 20. Secondly, I ranked the competencies from the one rated highest to the lowest. I chose the top twenty (20) rated competencies to include in the second round of experts survey as shown in Table 5.2.

Table 5.2: Twenty best rated competencies from Round 1 of experts' survey.

	Competencies	Description of the competencies
1	Innovativeness	Ability and tendency to think creatively, develop novel and useful ideas in entrepreneurial opportunity recognition, resource utilization and problem solving
2	Proactiveness	Ability to anticipate future problems, necessity for change and progress; aggressive competitive behaviour directed at rival firms and the organizational pursuit of favourable business opportunities
3	Risk taking	Willingness to absorb uncertainty and take the burden of responsibility in future
4	Positive/ Enthusiastic	Generally optimistic and confident; demonstrates and imparts strong positive emotions for work
5	Identifying and articulating a vision/ Convincing	Looking for new opportunities; projecting a vision; provide directions; inspiring others behind the vision; able to persuade others of his/her viewpoint
6	Foresight	Anticipates possible future events
7	Ethics and integrity	Leader's moral character, his concern for others, and congruence of ethical values with action; credibility and trustworthiness
8	Ambitious and Performance-oriented	Sets high performance goals and articulating high performance expectations, expecting top performance
9	Improvement-oriented	Seeks continuous performance improvement
10	Informed	Knowledgeable; aware of information

	Competencies	Description of the competencies
11	Decisive	Makes decisions firmly and quickly
12	Adaptability and Flexibility	Handles day-to-day work challenges confidently; Adjusts to multiple demands, shifting priorities, ambiguity, and rapid change; Shows resilience in the face of constraints, frustrations, or adversity
13	Effective bargainer	Is able to negotiate effectively, able to make transactions with others on favorable terms
14	Independent	Personal drive
15	Intellectual Versatility	Recognizes, explores, and uses a broad range of ideas and practices; Thinks logically and creatively without undue influence from personal biases
16	Organizational Savvy	Develops effective give-and-take relationships with others; Understands the agendas and perspectives of others; Recognizes and effectively balances the interests and needs of one's own group with those of the broader organization; Knows which battles to fight
17	Intellectually stimulating	Encourages others to think and use their minds, think differently; challenges beliefs, stereotypes and attitudes of others; looking at old problems in new ways
18	Emotional intelligence and Personal Mastery	Ability to connect effectively with people; continuous improvement guided by key principles like vision, personal purpose, creative tension, and understanding the subconscious mind.
19	Diplomatic	Skilled at interpersonal relations, tactful
20	Global mindset	Sensitiveness to cultural differences, culturally adventurous, flexible; global perspectives

Source: Delphi Data, 2014

These competences were circulated to the experts for second round of ranking (*See Appendix 2*). Table 5.3 shows the ranking of entrepreneurial competencies by the experts in round two of the Delphi survey.

Table 5.3: Frequency Distributions for Competencies Ranking (%)

	Competencies	Greatly Inhibits	Somewhat Inhibits	Slightly Inhibits	Contributes Slightly	Contributes Somewhat	Contributes Greatly
1	Innovativeness					11	89
2	Decisive					16	84
3	Positive/Enthusiastic				5	11	84
4	Pro-activeness					21	79
5	Risk Taking				5	21	74
6	Ambitious and Performance Oriented					32	68
7	Informed					32	68
8	Ethics and Integrity				16	16	68
9	Improvement Oriented				5	32	63
10	EI and Personal Mastery				5	32	63
11	Adaptability and flexibility					42	58
12	Identifying and Articulating a vision /convincing				5	37	58
13	Foresight				16	26	58
14	Intellectual Versatility				11	33	56
15	Effective Bargainer					47	53
16	Independent					47	53
17	Organizational Savvy				16	37	47
18	Diplomatic				21	32	47
19	Global mindset				16	42	42
20	Intellectually Stimulating				26	37	37

Source: Delphi Data 2014

As outlined in Table 5.3, I was able to obtain and rank the top twenty competencies required by the CEOs of successful mid-sized firms in Kenya. No expert stated that any of the named competencies inhibit in any way entrepreneurial performance. The most highly ranked entrepreneurial leadership competencies include being innovative, decisive, positive and enthusiastic, proactive, risk taker, ambitious and performance oriented, being informed, ethical and of high integrity, improvements oriented and having personal mastery and emotional intelligence.

Others entrepreneurial leadership competencies include being flexible, having foresight, being intellectually versatile, being an effective bargainer, being independent, being organizational savvy, being diplomatic and having global mindset and also being intellectually stimulating. After establishing the top twenty entrepreneurial leadership competencies through Delphi method, the researcher embarked validating the same through a survey of top CEOs. The next section (5.3) presents the findings.

5.3 CEO Ranking of Entrepreneurial Leadership Competencies

CEOs were asked to give their views on the extent to which they thought the highlighted entrepreneurial leadership competencies were important. There was overall agreement level on the importance of various competencies as they were rated between 89% and 98%. Thus a consensus achieved on how these competencies were important with all votes scoring 85% and above. This was achieved by ranking entrepreneurs' views about the importance based on very important, important, somehow important, less important and least important on a scale of 1-5. Innovativeness and risk taking were ranked as the most important competencies at 98% followed by positive/enthusiastic, ambitious and performance oriented, adaptability and flexibility all scoring 97%, pro-activeness, foresight, improvement- oriented and informed scoring 96% , identify and articulating a vision/ convincing and decisive at 95% , ethics and integrity at 93%, intellectual versatility, intellectually stimulating, emotional intelligence and personal mastery at 92%, effective bargainer, diplomatic, and global mindset at 91%.

The study also sought to understand the extent to which CEOs believed that they possessed various leadership competencies. Through self-ranking, most CEOs rated themselves as ambitious and performance oriented, ranking highest at 93%; followed by being innovative, positive/enthusiastic, pro-active; informed; being ethical and of high integrity at 87%; being decisive 86%; having foresight at 84%; being improvement oriented and having ability to identify and articulate a vision/convincing at 83%; being a risk taker 82%; intellectual versatility 81%, being independent and organizational savvy 80%; adaptability and flexibility 79%; being an effective bargainer 76% and having emotional intelligence and personal mastery at 74%.

The results of self-ranking indicated that the CEOs themselves are conscious of their extent of competencies' gaps that they need to work towards improving. This is likely to lead to deliberate efforts to bridge those gaps. Entrepreneurial leadership competencies gap is a shortfall between current and forecasted leadership capabilities. Self-ranking can be used as one of the strategies and indicator of this gap. Table 5.4 shows the extent to which CEOs think they possess various leadership competencies.

Table 5.4: Extent to which CEOs possess entrepreneurial leadership competencies

	Very high	High	Not sure	Low	Very low
Innovativeness	58	29	10	1	3
Decisive	52	34	10	1	3
Positive /Enthusiastic	58	29	9	2	3
Proactiveness	47	40	10	3	1
Risk taking	57	25	13	2	3
Ambitious and performance oriented	50	43	4	0	3
Informed	52	35	9	1	3
Ethics and integrity	57	30	7	2	4
Improvement oriented	43	40	13	0	4
EI and personal mastery	34	40	17	5	4
Adaptability and flexibility	46	33	16	1	4
Identify and articulate a vision/convincing	55	28	10	5	2
Foresight	50	34	10	4	2
Intellectual versatility	50	31	12	4	3
Effective bargainer	47	29	15	7	3
Independent	55	25	10	4	7
Organizational	47	33	11	7	2
Diplomatic	43	32	11	10	3
Intellectually stimulating	42	33	14	8	3
Global mindset	46	33	11	6	4

Source: CEO Survey 2014

Table 5.5 compares the importance of various competencies and the extent to which CEOs possess them.

Table 5.5: Comparison of competencies importance and the extent to which CEO possess them

	Entrepreneurial Leadership competencies	Importance (%)	Possession (%)
1	Innovativeness	97%	87%
2	Proactiveness	95%	87%
3	Decisive	92%	87%
4	Adaptability and flexibility	91%	79%
5	Foresight	90%	85%
6	Risk taking	88%	82%
7	Ambitious and performance oriented	87%	93%
8	Identify and articulate a vision/ convincing	86%	83%
9	Ethics and integrity	86%	88%
10	Informed	86%	88%
11	Positive /Enthusiastic	85%	87%
12	Effective bargainer	81%	75%
13	Intellectual versatility	81%	81%
14	Emotional intelligence and personal mastery	80%	74%
15	Improvement oriented	79%	83%
16	Organizational	79%	80%
17	Independent	74%	80%
18	Intellectually stimulating	74%	75%
19	Diplomatic	72%	75%
20	Global mindset	72%	79%

Source: CEO Survey 2014

As can be seen in Table 5.5, ranking of competencies by importance, range from 97% for importance of innovativeness to 72% for being diplomatic and having global mindset. The Table also show that possession of these competencies range from a high of 97% for being ambitious and performance-oriented to a low of 74% for emotional intelligence and personal mastery. From the results, it is clear that majority of the CEOs in Kenya, need to invest in enhancing their entrepreneurial leadership competencies.

A thread emerged in which each of the top twenty competencies could be classified as either relationship-oriented or task-oriented competencies. The relationship-oriented competencies are being decisive; ability to identify and articulate a vision/convincing;

positive/enthusiastic; effective bargainer; having ethics and integrity; emotional intelligence and personal mastery; being independent, being intellectually stimulating, being diplomatic and having global mindset. These are the competencies that help a CEO to engage with both internal and external publics of the firm to enhance improved relations for optimal performance.

The second category of the competencies is task-oriented competencies. These competencies include: innovativeness; proactiveness; adaptability and flexibility; foresight; risk taking; being ambitious and performance oriented; being informed; having intellectual versatility; being improvement-oriented and organizational savvy. The task-oriented competencies help the CEO to handle the technical aspects of running the firm. Figure 5.1 simplifies these two categories of entrepreneurial leadership competencies.

Figure 5.1: Categories of entrepreneurial leadership competencies

Entrepreneurial Leadership Competencies

Relational Competencies

1. Being decisive
2. Ability to identify and articulate a vision
3. Positive/enthusiastic
4. Effective bargainer
5. Having ethics and integrity
6. Emotional intelligence and personal mastery
7. Being independent
8. Being intellectually stimulating
9. Being diplomatic
10. Having a global mindset

Task-oriented Competencies

1. Innovativeness
2. Proactiveness
3. Adaptability and flexibility
4. Foresight
5. Risk taking
6. Being ambitious and performance oriented
7. Being informed
8. Having intellectual versatility
9. Being improvement-oriented
10. Organizational savvy

Source: Author Conceptualization (2018)

There is near consensus between Experts and the CEOs on the order of importance of the entrepreneurial leadership competencies. It also emerged that self-ranking on the extent to which CEOs possess a particular competence compared to what is required can expose the competence gap that can be addressed through the specific methods and strategies of developing that particular competence.

5.4 Chapter Summary

The aim of this chapter was to answer the question: What are the key entrepreneurial leadership competencies required by successful CEOs in Kenya? The chapter also interrogated the extent to which respondents think they possess the various leadership competencies and the relevance of the various entrepreneurial leadership development competencies.

The study established the top twenty entrepreneurial leadership competencies that are needed by a CEO to ensure optimal firm performance. These included: innovativeness; proactiveness; being decisive; adaptability and flexibility; foresight; risk taking; being ambitious and performance oriented; ability to identify and articulate a vision/convincing; ethics and integrity; being informed; positive/enthusiastic; effective bargainer; having intellectual versatility; emotional intelligence and personal mastery; being improvement oriented and organizational savvy. Others included being independent, being intellectually stimulating, being diplomatic and having global mindset.

In summary, this chapter has established the top twenty key entrepreneurial leadership competencies for CEOs operating in Kenya. The next chapter is dedicated to investigating the relevant methods and strategies that can be relied upon to nurture, enhance and develop these competencies.

CHAPTER SIX

DEVELOPMENT OF ENTREPRENEURIAL LEADERSHIP COMPETENCIES: METHODS AND STRATEGIES

6.1 Introduction

As discussed and presented in chapter five, entrepreneurial leadership competencies are the skills that people possess and which enable them to perform their entrepreneurial roles optimally in their firms. Through this research, top twenty competencies required by CEOs of mid-sized firms operating in Kenya were identified. These skills are varied ranging from relationship-oriented competencies to task-oriented competencies. After successful identification of these competencies, this chapter is dedicated to identifying and interrogating the specific processes and strategies through which these competencies can be nurtured, enhanced and developed through the multiple stages in one's life. This chapter is guided by two research questions. The first question is what are the methods and strategies used to develop the specific entrepreneurial leadership competencies among the CEOs of successful mid-sized companies in Kenya? The second question is to what extent and why are some methods of entrepreneurial leadership development more useful than others? The data to answer the two questions is derived from Delphi, Survey and Case Studies.

There are several methods and pathways through which entrepreneurial leadership is developed. The personal growth of an entrepreneur occurs in different facets of his or her life. This chapter examines different methods and strategies that are relied upon by Kenyan CEOs in developing their key entrepreneurial leadership competencies.

6.2 Experts' Views on Development of Entrepreneurial Leadership Competencies

In this study, we sought to understand the methods and strategies that could be used to nurture and develop the main entrepreneurial leadership competencies among the CEOs in Kenya. The entrepreneurial leadership competencies required by successful CEOs are many and unique largely because CEOs play many roles in their firms. These competencies are therefore nurtured and enhanced using different methods and strategies.

CEOs themselves are also diverse and live through varying life experiences and exposures.

Experts identified ten main methods and strategies of entrepreneurial leadership competencies development. These include: mentoring, coaching, action learning, entrepreneurial leader self-development (self-management, self-assessment and self-influence), formal education, 360-degree feedback, executive lecture, job rotation and case study. Table 6.1 describes these main methods of entrepreneurial leadership development. The methods are as ranked by the experts in order of their importance and relevance.

Table 6.1: Description of ELD methods and strategies

	Methods and strategies of ELD	*Description of ELD methods and strategies*
1	Mentoring	Mentoring is the transfer of wisdom, knowledge and thoughts from an experienced person to another person with less experience. It is a long-term relationship in which an experienced and more competent person enhances the development of an upcoming person. This can be done either formal or informal channels.
2	Coaching	Leadership coaching involves practical, goal-focused forms of one-on-one learning and behavioural change intended to develop specific leadership skills.
3	Action Learning	Action learning is a set of organization development practices where real problems, challenges or assignments in an organization are tackled.
4	Observational learning	Involves learning entrepreneurial through observing entrepreneurial activities. Entrepreneurs learning entrepreneurial leadership skills by observing realities of entrepreneurs leading entrepreneurial projects and activities.
5	Entrepreneurial leader self-development	Leader self-development is a unique strategy of enhancing ones leadership competencies. Leaders who are self-directed learners are inclined to self-develop and therefore have an edge in the entrepreneurial competition.
6	Formal Education	This is normally delivered by trained teachers in a systematic intentional way within a school, academy/college/institute or university
7	360-Degree feedback	Also known as multi-source feedback or multi-rater feedback. This is a method of systematically collecting perceptions of an individual's performance and leadership competencies from the entire circle of relevant viewpoints A more accurate and vivid picture of an individual's competencies is more likely to come from such rating.
8	Executive Leadership Development Programmes (ELDPs)	These are programmes that target executives and nurture them to analyze critically, articulate strategically, think holistically, and lead with confidence. The programmes encompass analysis to action, with an emphasis on the action.
9	Case Study	This is a form of problem-based learning. One is presented with a situation that needs a resolution.
10	Job Rotation	This is a technique used by employers where employees rotate their assigned jobs. It is meant to promote flexibility within an employee and to keep employees interested into staying with the company/organization they are employed in. Job rotations help relieve the stress of employees who work in a job that requires manual labour.

With realization that the entrepreneurial leadership competencies are unique and require equally different and varying nurturance processes and pathways, the research aimed at establishing the most appropriate method(s) and strategies of nurturing each specific competency. Table 6.2 shows the methods and strategies that can be used to develop specific entrepreneurial leadership competencies. These methods can be rated into main and minor depending on the extent to which they can be relied upon.

Table 6.2: Specific Methods of EL Competencies Development as ranked by Experts

Competencies	Formal Education	Coaching	Mentoring	Action Learning	360-Degree Feedback	Observational Learning	Executive Lecture	Case Study	Job Rotation	Self – Development
1. Innovativeness	63	42	53	89	58	37	21	21	16	42
2. Decisive	32	68	74	58	26	21	37	26	21	63
3. Positive/ Enthusiastic	32	58	53	42	26	21	11	26	16	37
4. Pro-activeness	16	63	63	68	26	42	0	11	16	47
5. Risk Taking	5	37	74	37	11	47	11	11	11	58
6. Ambitious and Performance Oriented	42	74	79	37	42	21	26	21	32	63
7. Informed	95	42	37	68	63	47	89	42	26	26
8. Ethics and Integrity	42	53	74	68	16	11	16	26	11	58
9. Improvement Oriented	37	58	79	63	37	21	21	21	26	26
10. Emotional Intelligence and Personal Mastery	26	84	84	42	58	37	11	21	11	47
11. Adaptability and flexibility	16	42	68	89	53	37	5	26	53	79
12. Identifying and Articulating a Vision/convincing	37	74	89	68	32	53	42	26	32	37
13. Foresight	42	37	42	63	37	68	21	37	21	58
14. Intellectual Versatility	95	58	63	63	16	32	79	42	21	32
15. Effective Bargainer	11	63	63	68	26	42	26	26	21	42
16. Independent	26	63	74	21	26	21	16	16	5	89
17. Organizational Savvy	58	79	74	79	26	32	37	32	32	37
18. Diplomatic	53	84	89	47	32	21	21	21	11	37
19. Global mindset	89	37	37	63	47	32	58	42	32	42
20. Intellectually Stimulating	79	79	79	47	37	11	32	26	16	32

Source: Delphi Data, 2014

From Table 6.2, it emerges that there are many different methods for developing each particular entrepreneurial leadership competence but at varying degree. For each competence there are the more appropriate strategies of enhancing it. There is the most appropriate and preferred methods in developing specific competencies. It is therefore important to match competencies to be developed with the most appropriate methods and strategies for their effective nurturance. Table 6.3 gives a summary of the specific entrepreneurial leadership competencies that can be developed, nurtured and enhanced through various methods and strategies.

Table 6.3: Main Competencies that can be Developed though specific methods according to Experts

	Methods of ELCD	*Main Competencies (% of respondents supporting)*
1	Mentoring	Identifying and articulating a vision (89%); Being diplomatic (89%); Having emotional intelligence and personal mastery (84%); Being intellectually stimulating (79%); Being improvement oriented (79%); Being ambitious and performance oriented (79%); Being decisive (74%); Being a risk taker (74%); Having ethics and integrity (74%); Being independent (74%); Being organizational savvy (74%); Being adaptable and flexible (68%); Being pro-active (63%); Having intellectual versatility (63%); Being effective bargainer (63%); Being positive/enthusiastic (53%)
2	Coaching	Having emotional intelligence and personal mastery (84%); Being diplomatic (84%); Being intellectually stimulating (79%); Being organizational savvy (79%); Identifying and articulating a vision (74%); Being ambitious and performance oriented (74%); Being an effective bargainer (63%); Being independent (63%); Being decisive (68%); Being proactive (63%); Being positive (58%); Being improvement oriented (58%); Having intellectual versatility (58%); Being ethical in business practices (53%)
3	Action Learning	Being innovative (89%); Being adaptable and flexible (89%); Having organizational savvy (79%); Being pro-active (68%); Being informed (68%); Having ethics and integrity (68%); Identifying and articulating a vision (68%); Being an effecting bargainer (68%); Being improvement oriented (63%); Having foresight (63%); Having intellectual versatility (63%); Having global mindset (63%); Being decisive (58%)
4	Observational Learning	Having foresight (68%); Identifying and articulating a vision (53%)

	Methods of ELCD	Main Competencies (% of respondents supporting)
5	Entrepreneur Self-Development	Being independent (89%); Adaptability and flexibility (79%); Being decisive (63%); Being ambitious and performance oriented (63%); Risk taking (58%); Having ethics and integrity (58%); Having foresight (58%)
6	Formal Education	Having intellectual versatility (95%); Being informed (95%); Global mindset (89%); Being intellectually stimulating (79%); Innovativeness (63%); Being organizational savvy (58%); Being diplomatic (53%)
7	360-Degree feedback	Being informed (63%); Being innovative (58%); Having emotional intelligence and personal mastery (58%); Adaptability and flexibility (53%)
8	Executive Leadership Development Programmes	Being informed (89%); Having intellectual versatility (79%); Having global mindset (58%)
9	Case Study	All rated below 50%
10	Job Rotation	All rated below 50%

Source: Delphi Data, 2014

As illustrated in the Table 6.3, some methods are more useful and preferred in developing entrepreneurial competencies. These methods also develop a wide range of competencies making them more popular and with high impact. From the research, we discovered that the main methods of developing competencies are mentoring, coaching and action learning. Mentoring as a leadership development strategy can be relied upon to nurture 14 out of 20 key entrepreneurial competencies while action learning and coaching can each nurture 14 out of 20 key competencies. The other instrumental methods of competencies development include entrepreneurial leader self-development, formal education, observational learning, executive leadership development programmes and 360-Degree feedback. Job rotation and case studies are also relied to some limited extent to nurture some competencies though they ranked low compared to other methods. They can qualify as supplementary methods to the main ones.

Every competency has its own most appropriate method(s) of development. Table 6.4 shows the specific competencies and the most appropriate and preferred methods of nurturance and enhancement to various degrees.

Table 6.4: Main Methods of Competencies Development (in % of the Experts)

	Entrepreneurial Leadership Competencies	Main Methods of Entrepreneurial Leadership Competencies Development
1	Innovativeness	Action learning (89%), Formal education (63%), 360-degree feedback (58%), Mentoring (53%)
2	Decisive	Mentoring (74%), Coaching (68%), Self-Development (63%), Action learning (58%)
3	Positive/Enthusiastic	Coaching (58%), Mentoring (53%)
4	Pro-activeness	Action learning (68%), Coaching (63%), Mentoring (63%)
5	Risk Taking	Mentoring (74%), Self-Development (58%)
6	Ambitious and Performance Oriented	Mentoring (79%), Coaching (74%), Self-Development (63%)
7	Informed	Formal education (95%), Executive lecture (89%), Action learning (68%), 360-degree feedback (63%)
8	Ethics and Integrity	Mentoring (74%), Action Learning (68%), Self-Development, (58%), Coaching (53%)
9	Improvement Oriented	Mentoring (79%), Action Learning (63%), Coaching (58%)
10	Emotional Intelligence and Personal Mastery	Coaching (84%), Mentoring (84%), 360-degree feedback (58%)
11	Adaptability and Flexibility	Action learning (89%), Self-Development (79%), Mentoring (68%), Job rotation (53%), 360-degree feedback (53%)
12	Identifying and Articulating a Vision	Mentoring (89%), Coaching (74%), Action learning (68%), Observational Learning (53%)
13	Foresight	Observational Learning (68%), Action learning (63%), Self-Development (58%),
14	Intellectual Versatility	Formal education (95%), Executive lecture (79%), Mentoring (63%), Action learning (63%), Coaching (58%)
15	Effective Bargainer	Action learning (68%), Mentoring (63%), Coaching (63%)
16	Independent	Self-Development (89%), Mentoring (74%), Coaching (63%)
17	Organizational Savvy	Action learning (79%), Coaching (79%), Mentoring (74%), Formal education (58%)
18	Diplomatic	Mentoring (89%), Coaching (84%), Formal education (53%)
19	Global Mindset	Mentoring (79%), Coaching (79%), Formal education (79%)
20	Intellectually Stimulating	Formal education (89%), Action Learning (63%), Executive Lecture (58%)

Source: Delphi Data, 2014

As shown in Table 6.4 it is possible to match the identified competency that needs to be nurtured and enhanced to the most appropriate methods and strategies of development. This would enhance efficiency and effectiveness in developing entrepreneurial leadership competencies.

6.3 CEOs Experience on Entrepreneurial Leadership Competencies Development

When the CEOs were asked whether they consider themselves as successful entrepreneurs, the majority (100) were of the opinion that they are successful entrepreneurs whereas five entrepreneurs held the view that they do not consider themselves as successful. Of those who said that they were successful, 38% indicated that their businesses have continuously grown and expanded, 23% confirmed that their businesses always hit the target with good returns, 18% said that they worked independently and had managed to motivate others whereas 17% had managed to apply knowledge in running their business. Those who indicated that they do not consider themselves as successful said that they had not attained their expected capital base (4%) and that there were more opportunities to improve on their skills (1%). This is an indication that some CEOs are conscious of the gaps in their entrepreneurial pursuits. They are aware of areas they can improve on for better performance.

Nearly all (90%) of the CEOs were in agreement that their leadership skills had been nurtured and developed through various methods (See Table 6.5). A few (3.8%) said that their competencies had not been developed or nurtured in any way while 6.7% of the respondents were not sure or aware if their competencies had been nurtured through the various methods. Entrepreneurial leadership development can therefore be termed as conscious and deliberate or unconscious process that enhance ones leadership traits, characteristics and behaviour resulting to better entrepreneurial performance. .

Table 6.5: Extent to which leadership competencies have been nurtured and developed

Level of agreement	Frequency	Percent
Strongly agree	44	41.9
Agree	50	47.6
Not sure	7	6.7
Disagree	2	1.9
Strongly disagree	2	1.9
Total	**105**	**100.0**

Source: CEO Survey 2014

The CEOs were asked about the methods and strategies that they relied upon to nurture their leadership competencies. Observational learning was ranked the highest (93%) while entrepreneur leadership self-development was next (92%), followed by action/experiential learning (91%), formal education (80%), mentoring (88%), coaching (75%), 360 - degree feedback (65%), executive leadership development programs (62%), case study/success stories (61%), intergenerational knowledge transfer at (60%), executive lecture/seminar and job rotation at (58%) and (56%) respectively.

Table 6.6 presents a summary of the extent to which entrepreneurial leadership competencies had been nurtured and developed through various methods and strategies.

Table 6.6: Competencies nurturance through various methods and strategies

	Methods and strategies	Very much	Much	Not sure	Not much	Not at all
1.	Observational learning	58%	35%	3%	5%	0%
2.	Entrepreneurial leadership self-development	54%	38%	4%	4%	1%
3	Action/experiential learning	58%	33%	6%	4%	0%
4	Mentoring	49%	39%	4%	9%	0%
5	Formal education	49%	31%	7%	11%	2%
6	Coaching	35%	40%	10%	12%	3%
7	360 - degree feedback	36%	29%	10%	13%	11%
8	Executive lecture/seminar	19%	39%	17%	15%	10%
9	Executive leadership development programs	32%	30%	12%	14%	13%
10	Case study/ success stories	27%	34%	15%	16%	8%
11	Intergenerational knowledge transfer	28%	32%	15%	13%	13%
12	Job rotation	26%	30%	13%	17%	14%

Source: CEO Survey 2014

This indicates that CEOs in Kenya use multiple methods and strategies to develop their entrepreneurial leadership competencies. It also indicates that there are different pathways to nurturing and developing these competencies. CEOs mostly rely on observational learning, leadership self-development and action/experiential learning to harness their entrepreneurial capabilities. The three methods are all as a result of self-initiated efforts. This means that that there are weak societal, institutional and governmental efforts and frameworks to support establishment and growth of entrepreneurial culture through capabilities nurturance.

The other significant methods of leadership development include mentorship, formal education and coaching. Here, other players are involved in inculcating entrepreneurial competencies on the CEOs at the various stages in their lives. Other methods include 360-degree feedback, lectures and seminars, executive leadership development programs, case studies of success stories, intergenerational knowledge transfer and job rotation.

6.4 Methods of Entrepreneurial Leadership Competencies Development

This section is dedicated to discussing specific methods of entrepreneurial leadership development.

6.4.1 Action and Observation Learning

Action learning is a set of organization development practices where real problems, challenges or assignments in an organization are tackled with an aim of 'delivering measurable organizational results, communicating learning's specific to a particular context and developing more general leadership skills and capabilities' (Palus and Horth, 2002). On the other hand, observational learning involves learning how to be entrepreneurial through observing entrepreneurial activities. Entrepreneurs learn entrepreneurial leadership skills by directly observing real life of entrepreneurs leading entrepreneurial projects and activities.

The study established that CEOs rely on action and observational learning to inculcate and nurture the following key competencies (as shown in Table 6.3): being innovative (89%); being adaptable and flexible (89%); having organizational savvy (79%); being pro-active (68%); being informed (68%); having ethics and integrity (68%); identifying and articulating a vision (68%); being an effecting bargainer (68%); being improvement oriented (63%); having foresight (63%); having intellectual versatility (63%); having global mindset (63%); being decisive (58%); having foresight (68%); and identifying and articulating a vision (53%).

CEO Survey respondents were presented with statements to confirm whether they acquired and harnessed their entrepreneurial leadership competencies through action or observational learning. The results indicated a consensus with eight out of twelve measurement variables scoring 80% and above. Nearly all the respondents (97%) were in agreement that entrepreneurs learn from their own experience. Most of the respondents (89%) agreed that entrepreneurs starting new business attribute their success to mistakes they made earlier.

Most of the respondents (86%) agreed that entrepreneurs learn more from their failure than from their success. They were also in agreement that entrepreneurs learn a lot through observing others perform entrepreneurial activities and that they are not all born as entrepreneurs (83%).

The respondents also agreed that entrepreneurs learn from experience of others and through peer learning, the experience of one entrepreneur can become a resource that can be leveraged by others and that entrepreneurial learning sources include national, social and cultural influences, the prevailing legal and available formal education opportunities at 80% in each. Peer learning scored 79% indicating that entrepreneurs learn from discussing common issues with other entrepreneurs. Other issues that the entrepreneurs were in agreement with included that some entrepreneurs engage in entrepreneurial trial and error; entrepreneurs who close a business and start another have a greater chance of survival than entrepreneurs starting for the first time, and also argued that entrepreneurs are typically more successful with each venture they make scoring 67%, 54%, and 51% respectively. Table 6.7 shows the extent of agreement in regard to action and observation learning as strategies for entrepreneurial leadership development.

Table 6.7: Action and observation learning

Statements	Strongly agree/ agree	Not sure	strongly disagree	Total
Entrepreneurs learn from their experience	97	1	2	**100**
Entrepreneurs starting new business attribute their success to mistakes they made earlier	89	3	8	**100**
Entrepreneurs learn more from failure than success	86	6	8	**100**
Entrepreneurs learn more from observation	83	10	8	**100**
Entrepreneurs are not all born entrepreneurial	80	10	10	**100**
Entrepreneurs learn from experience of others	80	10	10	**100**
Through peer learning, the experience of one Entrepreneur can become a resource that can be leveraged by others	80	18	2	**100**
Entrepreneurial learning sources include national, social and cultural influences, the prevailing legal and available formal education opportunities	80	13	7	**100**
Entrepreneurs learn from taking and discussing common issues with other entrepreneurs (peer learning)	79	13	8	**100**
Some entrepreneurs engage in entrepreneur trial and error	67	22	11	**100**
People who close a business and start another have a greater chance of survival than first-timers	54	19	27	**100**
Entrepreneurs are typically more successful with each venture they make	51	14	34	100

Source: CEO Survey 2014

Respondents indicated that they develop their entrepreneurial knowledge through action learning (82%), learning by observation (72%), working in entrepreneurial enterprises (69%) and peer learning at 61%. Table 6.8 shows the various strategies in acquiring leadership competencies through learning.

Table 6.8: Strategies in acquiring competencies through learning

Ways of developing knowledge	Frequency (N)	Percent (%)
Action learning	85	82
Learning by observation	75	72
Working in entrepreneurial enterprises	72	69
Peer learning	63	61

Source: CEO Survey 2014

Action and observation learning are therefore main ways through which CEOs develop entrepreneurial knowledge. CEOs who work in entrepreneurial firms also learn a lot from observing what is happening around. They also learn from their peers and also from actual performance of entrepreneurial functions. They therefore gain experience and knowledge thereby harnessing their entrepreneurial capabilities.

The study findings therefore are in tandem with some scholars' assertion that personal experience is the best way to develop entrepreneurs (Henry, et al., 2005). It is through the experience that individuals are able to acquire requisite knowledge and skills to choose entrepreneurship as their potential line of business and to face the challenges and cope with the problems that come along entrepreneurship process. Through experience, individuals can generate new meaning which consequently leads to acquisition and development of entrepreneurial competencies. Individuals can therefore develop entrepreneurial self-efficacy, the strong belief and the desire to successfully perform the roles and tasks of an entrepreneur. Experience could be an influential factor in developing entrepreneurial self-efficacy through the journey from being an individual who is completely inexperienced to becoming completely experienced entrepreneur. However, to better understanding, proactive, innovative and risk-taking entrepreneur, a more in-depth training in entrepreneurship is needed.

6.4.2 Formal Education and Entrepreneurial Leadership Competencies Development

Formal education is normally delivered by trained teachers in a systematic, intentional way within a school, academy/college/institute or university. The study sought to establish the role of formal education in enhancing entrepreneurial leadership competencies.

The research established that through formal education, entrepreneurs acquire the following main leadership competencies as shown in Table 6.3: having intellectual versatility (95%); being informed (95%); having global mindset (89%); being intellectually stimulating (79%); innovativeness (63%); being organizational savvy (58%); and being diplomatic (53%).

Majority of the respondents (77%) indicated that they believed that one's level of education affect leadership performance whereas 23% indicated that it did not. When asked to explain their answers, 66% of the entrepreneurs responded to this question and most of them (60%) who were in agreement gave the following reasons: education gives a wider perspective in decision making with a positive outcome, it is the basis for skills acquisition, it helps in building self-confidence and improves communication, and it helps in risk/business management, affects attitudes and behaviour on world views and also opens a wider social network. For those who were in disagreement, those who said NO, their reason was that many successful entrepreneurs have no formal education and they still perform very well in their business pursuits.

Majority of the respondents (77%) indicated that education has an impact on their leadership performance. Those who had attained diploma level, 76% were in agreement that education and entrepreneurship go hand in hand. For those with degrees, 80% were in agreement; those with masters 75% were in agreement while two of those with PhD were in agreement. Twenty-three percent of the participants indicated that education did not affect leadership performance and among them, 17 were degree holders including masters and PhD while 7 were diploma holders.

6.4.2.1 Relationship between education and leadership position

Most of the respondents (70%) agreed that there exists a relationship between education and leadership position whereas 31% indicated that there is no relationship. On explanations on why they agreed or disagreed, (58%) responded to this and 37% of the total respondents were in agreement that there exists a relationship between education and leadership positions in entrepreneurship and gave the following reasons to support this: education helps one to make sound decisions and judgment, education is the foundation to good leadership and success, education helps in building networks and good client employee relation, education helps one to become innovative in skills application and that there is minimum education requirement for some leadership positions. This finding supports what other scholars argument that entrepreneurship education programs provide various opportunities for students' social interactions in that apart from providing opportunity for social interaction with teacher and peers in groups which is critical for entrepreneurial learning process and improves students' affection on entrepreneurial activities as well as their perceived level of entrepreneurial competencies (Man and Yu, 2007), they facilitate students' access to groups of entrepreneurial minded students and research findings. Entrepreneurship programs also do provide opportunities for students to be exposed to other entrepreneurs, investors, and lecturers on occasions such as training, club meeting, and business dealing where they have the chance to observe and learn from successful models.

Those who argued that there is no relationship between the level of education and leadership position gave the following reasons to support their assertions: access to capital is the key, leadership skills are inborn not learnt, leadership skills are more of interpersonal skills, hard work and experience matters not level of education. Table 6.9 shows the respondents' opinion about the relationship between education and leadership position.

Table 6.9: Relationship between education and leadership position

Academic qualification

		Diploma		Degree		Masters		PhD		Total	
		N	%	N	%	N	%	N	%	N	%
Relationship between level of education and leadership position	Yes	19	66	34	69	17	71	3	100	73	70
	No	10	34	15	31	7	29	0	0	32	30
Total		29	100	49	100	24	100	3	100	105	100

Source: CEO Survey 2014

6.4.3 Mentorship and Entrepreneurial Leadership Competencies Development

Mentoring entails the transfer of wisdom, knowledge and thoughts from an experienced person, the mentor, to another person with less experience, the mentee. This is achieved through a relationship based active participation of both parties, so as to support the mentee in finding solutions to problems on his/her own. The main aim of mentoring is to learn as well as discover from the experience of others. Mentoring is a committed long term relationship in which an experienced and more competent person supports the personal and professional development of an upcoming person either formally or informally.

The study found that mentorship is a crucial way through which entrepreneurs acquire and fan their leadership competencies. There was a consensus among entrepreneurs on the agreement levels with nine out of ten statements in regard to the role of mentorship scoring 75% and above and one scoring 68%. Willingness to help others by sharing ideas and experience with them scored the highest 94%. The experienced entrepreneurs showing the entrepreneurial roles to less experienced ones took the second position followed by mentoring of others; at least one of their friends having been an inspirational

force in their life; at least one of family having been an inspirational force in their life; being good entrepreneurs (upcoming and peer); many having been taught useful skills by informed family and relatives, enjoying having mentors; at least one of their teachers/lecturers' having been an inspirational force in their life, and that they would not have been successful if they did not have mentors to give a helping hand in that order.

The statements with the highest mean also have the highest sum and considering the means and the median of each, the statements with the highest mean are those with the highest percentages and those with the lowest has the lowest percentages, confirming that according to the study, the first five statements which were ranked the highest had the highest mean. The distance between the mean and the median could also be established to be less than 0.2. The source of variation was within respondents and between the statements. The Freidman test of indicate statistically significance in the difference in mean ranking of leadership mentorship ($\chi2 = 104.623$; d.f=9; p=0.000). Table 6.10 shows the ratings of selected mentorship statements.

Table 6.10: Rating of Mentorship statements

Mentorship statements	Strongly Agree/ agree (%)	Strongly Disagree/ Disagree (%)	Not sure (%)
I am willing to help others by sharing my ideas and experience with them	94	2	4
Experienced entrepreneurs show the entrepreneurial ropes to less experienced ones	92	2	6
I mentor others	90	3	7
At least one of family members has been an inspirational force in my life	88	6	6
At least one of friends has been an inspirational force in my life	89	4	7
I am a good entrepreneur (upcoming and peer)	84	2	14
Many times I have been taught useful skills by informed family and relatives	80	13	9
I enjoy having a mentor	77	13	10
At least one of my teachers/ lecturers' has been an inspirational force in my life	75	15	10
I wouldn't be successful if didn't have a mentor to give a helping hand	68	24	8

Source: CEO Survey 2014

The respondents were also asked to rate the popularity of various forms of mentorship. Ninety-eight per cent of the study participants responded to this question. Half (52%) of them agreed that informal mentorship was the best followed by formal mentorship and shadowing (directly observing the work activities of the mentor by following the person around for a stated period of time) at 23% and 26% respectively.

Mentoring involves developing mindset and attitude of entrepreneurs to give them the ability to think and act more entrepreneurial. Mentoring can be either through formal or in formal relationship between a mentor and a mentee. In many cases, mentors are from the field of expertise of the mentee, but he/she can also come from other specialty. In business world, senior staff mentors junior staff. Mentorship is a development tool that

helps workers to rapidly adapt and change in accordance with emerging job demands. Through mentoring, staffs learn to solve problems by themselves and also make their own discoveries. The mentee is helped to grow through challenging tasks assigned to him/her by the mentor.

6.4.4 Coaching

Entrepreneurial leadership coaching involves practical, goal-focused forms of one-on-one learning and behavioural change intended to develop specific leadership skills. When the respondents were asked if they had been involved in the process of being equipped with tools, 77% of the respondents indicated that they had been involved in knowledge and opportunities they need to be more successful through coaching, while 23% indicated they have not been involved. The results show that two methods of coaching were widely used (formal and informal) at 51% and 46% while in some cases both methods were used together at the same time.

On the usefulness of the coaching, all the factors listed scored over 60% indicating that they were all useful to the entrepreneurs in the coaching they received. Table 6.11 summarizes the analysis of factors in coaching.

Table 6.11: Useful Factors in Coaching

Useful factors	Frequency	(%)
Advice on handling situations	65	80.2
Understanding organizational objectives	64	79.0
General encouragement	62	76.5
Clear, direct feedback	55	67.9
Handling organizational politics	50	61.7
A new perspective	50	61.7

Source: CEO Survey 2014

The respondents were coached on how to handle different situations, understanding organizational objectives, and general encouragement, how to handle communication, organizational politics and also how to handle change in an organization.

We also sought to understand activities and strategies adopted during entrepreneurial leadership coaching and the extent to which they were adopted. There was emphasis on the values, identification of discrepancies between exposed values and actual behaviour and devising strategies to better behaviours with the values at 84%. The coach assessment to get a clear picture of leadership development needs was ranked at 81%, coach providing immediate feedback at 75%, completing tests for personality, intelligence, interests and value 360 degree feedback instruments at 68%, meeting the coach regularly to review the results and to work on building skills and practicing target behaviours at 62%. Table 6.12 summarizes the extent to which different methodologies and activities were adopted during coaching.

Table 6.12: Activities and methodologies adopted in coaching

Activities and methodologies in coaching	Very	Much	Not sure	Not	Not at all
Completed tests for personality, intelligence, interests and value 360 degree feedback instruments	3	3		1	1
	5	3	7	4	1
The coach assessed to get a clear picture of your leadership development needs	4	3			
	6	5	7	7	5
Met the coach regularly to review the results and to work on building skills and practicing target behaviours'	3	3	1	2	
	1	1	0	5	4
Coach provided immediate feedback	4	3		1	
	4	1	4	9	3
There was emphasis on the values, identification of discrepancies between exposed values and actual behaviour and devising strategies to better behaviours with the values	4	3			
	6	8	6	6	4

Source: CEO Survey 2014

The research also sought to investigate the critical lessons that the respondents had learnt from formal coaching. Seventy percent of the respondents indicated that they had learnt critical lessons from formal coaching; half of these indicated that they had learnt that practice and persistence is critical and that the person being coached must want to change at 82% and 81% respectively. Other critical lessons include that assessments during coaching are important (67%) and that there is no substitute for accountability (66%) and that some behaviours cannot change (32%). Table 6.13 summarizes the critical lessons that respondents had learnt from formal coaching.

Table 6.13: Critical coaching lessons

Critical coaching lessons	Frequency (N)	Percent (%)
Practice and persistence is critical	60	82
Person being coached must want to change	59	81
Assessment during coaching	49	67
There is no substitute for accountability	48	66
Some behaviours cannot change	23	32

Source: CEO Survey 2014

6.4.5 Entrepreneurial Leadership Self Development

Reichard and Johnson (2010) identify leader self-development approach as unique strategy of enhancing ones leadership competencies. They argue that leader self-development in an organization translates into "an enhanced ability to solve problems quickly and generate creative ideas that support organizational adaptability and growth". Antonacopoulou (2000) suggest that leaders who are self-directed learners are inclined to self-develop and therefore have an edge in the entrepreneurial competition.

The research established that the main entrepreneurial leadership competencies that can be developed through personally driven self-initiatives include being independent (89%); having adaptability and flexibility (79%); being decisive (63%); being ambitious and

performance oriented (63%); risk taking (58%); having ethics and integrity (58%); and having foresight (58%). This is clearly shown in Table 6.3.

Most of the respondents, 83.3% indicated they had engaged in leadership self-development activities while 16.2%, said they had not engaged in such activities. The results indicate that there are aspects of entrepreneurs' life that were improved and developed through self-initiatives. These aspects improved greatly at almost the same level. However, there were variations as follows: self-awareness (insightfully processing feedback about one's self to improve effectiveness) and self-discipline (mobilizing effort and energy to stay focused on attaining important goals) scored the highest (88%) each followed by self-management and social skills development at 86% and 82% respectively; self-assessment at 80% and self-influence at 74%. Table 6.14 presents the analysis of the respondents ranking of leader self-development.

Table 6.14: Aspects of leader self-development

Aspects developed	N	%
Self-awareness	77	88
Self-discipline	77	88
Self-management	76	86
Social skills development	72	82
Self-assessment	70	80
Self-influence	65	74

Source: CEO Survey 2014

The respondents were asked whether they had ever tried to develop various leadership skills through self-development approach. All the leadership skills developed through self-development approach scored over 75%, indicating that all entrepreneurs were actively involved in developing their skills on their own. Twenty-three of the skills scored 80% and above and three scored 78%, 77% and 75%.The study established that there is need to develop leadership skills through self-development. These skills include ability to be reflective and introspective, ability to acquire new interpersonal connections, ability to make and maintain new friends and ability to excite and inspire people's

imagination whose scores were higher in respect to those entrepreneurs who indicated having not developed their skills.

The scores for those who indicated YES were as follows in percentages: being flexible and adaptable (96%); ability to organize, budget, plan, assess, delegate and give recognition in order to achieve project or program goals (93%); being result oriented (92%); Ability to envision goals, to be creative and to take calculated risks (92%); ability to assess ones strengths and weaknesses (90%); being accountable (90%); ability to contribute as a member in the community (90%); being aware of one's values, attitudes, motivations, emotions and passions (89%); understanding the importance of setting challenging goals (89%); ability to maintain standards of honesty, integrity and reliability (89%); ability to acquire good communication skills and send clear messages (89%); ability to appreciate the need for continuous learning (88%).

Others skills that could be developed through self-development included: ability to develop the capacity of others by modelling, coaching and direct intervention (88%); ability to handle multiple demands, shifting priorities, and rapid changes (87%); ability to demonstrate ethical behaviour based on moral principles and consistent action (86%); ability to open to candid feedback and new perspectives (85%); ability to understand the complex nature of organizations, communities and environments (85%); ability to keep emotions and impulses in check (84%); ability to understand and appreciate systems thinking (84%); ability to listen attentively to others (83%); ability to compromise, developing trust and share power and information in a group or in a team in order to create group synergy in pursuing a common goal (83%); ability to understand and appreciate other cultures and gender differences (83%); ability to excite and inspire people's imagination, and to guide individuals and groups in a desired direction (81%); ability to make and maintain new friends (78%); ability to acquire new interpersonal connections that foster trust and openness (77%) and ability to reflective and introspective (75%).

6.4.5.1 Entrepreneurial Leadership Self Development Activities

The CEOs were asked to rate the extent to which they adopted use of various leadership self-development activities to enhance their leadership capabilities. The agreement levels on strongly agree and agree were ranked and scored as follows: reading (97%); travelling to new places/countries to meet new people, have new emotions, knowledge and memories (84%); watching educational and motivational movies/TV programmes (83%); physical exercise – yoga, martial arts, swimming, jogging, playing golf, gym etc at (77%); self-counselling (75%); Meditation/spending time alone (74%); taking online courses (64%); doing brain workouts e.g. crosswords, Sudoku etc (56%); creating (writing, singing, dancing) (54%). From the Table 6.16 of scores, we can also tell that reading had the highest (75) counts followed by watching educational and motivational movies/TV programmes with 57 counts. The means and the total scores also indicate reading had the highest agreement level amongst the entrepreneurs (sum scores 161.4 and mean 1.54). The median of reading and watching educational and motivational movies/TV programmes is the highest 1.61 compared to the other medians of 1.39. Tables 6.15 and 6.16 summarize the rating of various self-development activities.

Table 6.15: Entrepreneurial leadership self-development activities (% of respondents)

Self-development activities	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Reading	71	26	3	0	0
Taking online courses	29	35	15	12	9
Doing brain workouts	27	29	17	16	11
Travelling to new places	47	37	8	8	1
Creating- writing, singing, dancing	24	30	21	23	3
Meditation/spending time alone	40	34	11	11	3
Physical exercise	44	33	12	7	4
Watching educational and motivational movies	54	29	10	6	2
Self counseling	48	27	13	9	4

Source: CEO Survey 2014

Table 6.16: Number of entrepreneurs ranking different self-development activities

Extent you agree that you use the following self-development activities

Score	Reading	Taking online courses	Doing brain workouts	Travelling to new places	Creativity-writing, singing, dancing	Meditation/spending time alone	Physical exercise	Watching educational and motivational movies	Self counseling
.00	0	9	11	1	3	3	4	2	4
.69	0	13	17	8	24	12	7	6	9
1.10	3	16	18	8	22	12	13	10	13
1.39	27	37	30	39	31	36	35	30	28
1.61	75	30	28	49	25	42	46	57	50
N	105	105	104	105	105	105	105	105	104
Sum	161.4	126.2	118.2	147.3	124.0	139.0	141.7	148.5	139.8
μ	1.54	1.20	1.14	1.40	1.18	1.32	1.35	1.41	1.34
Median	1.61	1.39	1.39	1.39	1.39	1.39	1.39	1.61	1.39
Std. Dev	.12	.47	.50	.29	.39	.37	.37	.31	.39

Source: CEO Survey 2014

The respondents were asked the extent to which they agreed that self-development and self-help can bring about the outcomes that they were presented with as shown in Table 6.18. The study indicates that the agreement level on how self-development can bring about various outcomes was over 80%. Various outcomes were listed for entrepreneurs to rank. All the respondents (100%) agreed that self-development leads to improved self-awareness. This was followed by the other outcomes as follows: improving self-knowledge at 99%; improving or learning new skills at 95%; enhancing lifestyle or the quality of life at 94%; identifying or improving potential at 93%; building or renewing identity at 92%; defining and executing personal development plans at 92%; developing strengths or talents at 90%; improving social abilities at 90%; becoming self-leader at

89%; improving health at 86%; spiritual development at 84% and initiating a life of personal autonomy at 81%.

The median of twelve variables are all equal to 1.61 and at least one is different (1.39) from the rest indicating consensus among the entrepreneurs about what self-development and self-help outcomes are. The mean and the median indicate that entrepreneurs were in agreement the outcomes are brought about by self-development and self-help development activities. Improving self-knowledge and improving or learning new skills were ranked highest with 80 and 79 counts respectively and with the highest sum of scores and the highest means.

Friedman test ($\chi 2$=138.553; d.f=8; p=0.00) indicates that there was significant differences in the ranking means of self-development activities. Kendall's test (W=0.168; d.f=8; p=0.000) show a weak but significant concordance among the participants.

Table 6.17: Entrepreneurs agreement levels to different self-development outcomes

	Strongly agree (%)	Agree (%)	Not sure (%)	Disagree (%)	Strongly disagree (%)
Improving self-awareness	76	24	0	0	0
Improving self-knowledge	75	24	1	0	0
Improving or learning new skills	67	28	6	0	0
Becoming self-leader	63	26	10	1	1
Building or renewing identity	61	31	7	2	0
Improving health	55	31	8	5	1
Developing strengths or talents	58	32	6	3	1
Enhancing lifestyle or the quality of life	69	25	5	2	0
Identifying or improving potential	68	25	6	0	1
Spiritual development	52	32	11	3	1
Initiating a life of personal autonomy	46	35	16	3	0
Defining and executing personal development plans	63	29	9	0	0
Improving social abilities	54	36	6	3	1

Source: CEO Survey 2014

Through self-reflection, analysis, resourcefulness and creative thinking and action, entrepreneurs find a way to inspire and lead others to resolve problems. They take action and experiment with new solutions to old issues (Greenberg and Wilson 2011). Entrepreneurs who practice self-assessment and professional development; work in the essential of changing how they understand themselves and take action towards their career aspirations and coaching of others. This helps them to develop their skills and capabilities.

6.4.6 Entrepreneurial Leadership Development Programmes (ELDP)

These are programmes that target executives and nurture them to analyze critically, articulate strategically, think holistically, and lead with confidence. The programmes encompass analysis to action, with an emphasis on the action. Executive leadership development programmes are part of organizational growth and development. Firms that have the ability to successfully develop leaders quickly and efficiently are more competitive and at advantaged position than their competitors. Making executives skilled and talented is one way of leadership development but the most important thing is that the executives must be self-motivated and be able to see what is needed to add value both for their own development and for the good of the company (Noel and Dotlich, 2008; Phillips et al., 2012) .

Executive leadership development programmes are critical to the success of the organizations (Noel and Dotlich, 2008). According to Fulmer and Goldsmith (2001), leadership development is a strategic necessity. Many a times leadership development programs are designed to provide participants with a variety of experience's that broadens their skills, flexibility, perspectives and overall effectiveness. Phillips et al. (2012) argued that in the interconnected world, most of stakeholders' fortunes and fates are inextricably linked to successful leaders and the executive leadership development program which supports them. During training, the executives work on the most pressing issue affecting their firms. This helps them to increase their understanding of complexity executive decision-making (Noels and Dotlich 2008).

Fulmer and Goldsmith (2001) argue that it is important for executives to identify what they have learnt and what insight learning has provided. The impact of training can be experienced through immediate results and actions used by executives to improve company performance. According to Phillips et al. (2012) leadership development training are difficult when setting up. It may take different approaches however what is required is the support, right timing and the right alignment with corporate imperative. On the other hand, Fulmer and Goldsmith (2001) insist that the organization is likely to experience change by enabling the leadership development process to fit into the culture of the organization.

The study sought to understand whether or not respondents had benefitted from entrepreneurial leadership development programmes, the form and the approaches the programmes took, their benefits and the skills entrepreneurs gained from them. More than half (59%) of the respondents indicated having benefited from various entrepreneurial leadership development programmmes while 41% indicated having not. Those who admitted having benefited were asked how they benefitted. Nearly half (46%) of the total number of entrepreneurs responded to this question and they gave the following benefits, as exemplified in Table 6.18: One is exposed to new skills, personal growth and one's self esteem increases; one is able to formulate strategy improving organizational performance; improves networks and new openings; and also helps in persuasive/convincing communication in growing client base.

Table 6.18: Benefits of ELDP

Benefits	N	%
Exposure to new skills	25	52.1
Personal growth / increasing self esteem	5	10.4
Strategy formulation improving organizational performance	10	20.8
Improved networks/ new openings	6	12.5
Persuasive communication in growing client base	2	4.2

Source: CEO Survey 2014

Respondents were asked about the focus of the ELDPs that they had gone through. The results of the study indicated motivation as the main focus of the ELDPs with a score of 82%. Other main focus areas of entrepreneurial leadership programmes include personal growth (81%), diversity management (77%), strategy formulation (76%), persuasive communication (68%) and influence (58%). Table 6.19 gives a summary of the main focus of entrepreneurial leadership development programmes.

Table 6.19: Focus of ELDPs

Focus of ELDP	N	%
Motivation	51	82.3
Personal growth	50	80.6
Diversity management	48	77.4
Strategy formulation	47	75.8
Persuasive communication	42	67.7
Influence	36	58.1

Source: CEO Survey 2014

The CEOs were also asked the form(s) of entrepreneurial leadership development programmes that they had participated in. More than half of the respondents (58%) of the respondents answered this question. Seminars and workshops scored 93% and therefore emerging as the main form of entrepreneurial development programmes with. Other forms which scored 50% and above included: Short leadership courses; outdoor and wilderness training; executive lectures and corporate University/training programme. Exchange programmes scored the least (33%) as shown in the Table 6.20.

Table 6.20: Forms of ELDP

Forms of ELDP	N	%
Seminars and workshops	57	93.4
Short leadership courses	40	65.6
Outdoor and wilderness training	34	55.7
Executive lectures	32	52.5
Corporate university/ training programme	31	50.8
Exchange programme	20	32.8

Source: CEO Survey 2014

The study also sought to establish the approaches that the entrepreneurial leadership development programme took.   The approaches used during the entrepreneurial development programme(s) that the respondents participated in were ranked as follows: skills based programmes (74%); action-learning programmes (72%); feedback intensive programmes (71%); personal growth programmes (69%); conceptual knowledge programmes (64%); socialization programmes (57%); coaching and psychotherapy respectively (41%). This is summarized in Table 6.21.

Table 6.21: Approaches of ELDPs

Types of ELDP	N	%
Skills based programmes	45	73.8
Action-learning programmes	44	72.1
Feedback intensive programmes	43	70.5
Personal growth programmes	42	68.9
Conceptual knowledge programmes	39	63.9
Socialization programmes	35	57.4
Coaching and psychotherapy	25	41.0

Source: CEO Survey 2014

The respondents were asked to give the various skills they had acquired as a result of attending entrepreneurial leadership development programmes. There was high agreement in terms of the skills the respondents had gained (over 80%). Entrepreneurial skills and leadership skills were rated highest followed by interpersonal skills and intrapersonal skills as can be seen in Table 6.22. The medians are all equal at 1.61. A small number of entrepreneurs however, were not sure if they ever gained these skills while others indicated having not gained at all. Sixty two entrepreneurs responded to this question. Tables 6.22 and 6.23 and 6.24 illustrate the skills gained through ELDP.

Table 6.22: Skills gained through ELDP

	Very much	Much	Not sure	Not much	Not at all
	%	%	%	%	%
Intrapersonal skills	68	18	8	5	2
Interpersonal skills	66	24	5	3	2
Leadership skills	66	26	5	3	0
Entrepreneurial skills	71	21	2	5	2

Source: CEO Survey 2014

Table 6:23: Ranking of skills gained through ELDP

	Intrapersonal skills	Interpersonal skills	Leadership skills	Entrepreneurial skills
.00	1	1	0	1
.69	3	2	2	3
1.10	5	3	3	1
1.39	11	15	16	13
1.61	42	41	41	44
N	62	62	62	62
Sum(Rj)	90	91	93	92
Mean	1.46	1.48	1.50	1.48
Median	1.61	1.61	1.61	1.61

Source: CEO Survey 2014

Friedman's test indicated that there is no significant difference on how entrepreneurs viewed these skills ($\chi 2$ =1.169; d.f = 3; p=0.760). The Kendall's test (W=.003; d.f=3; p=0.76) which is implies insignificant agreement on skill gained through ELDP.

Table 6.24: ANOVA with Friedman's Test

ANOVA with Friedman's Test						
		Sum of Squares	df	Mean Square	Friedman 's Chi-Square	Sig
Between People		9.802	61	.161		
Within People	Between Items	.050[a]	3	.017	1.169	.760
	Residual	7.953	183	.043		
	Total	8.004	186	.043		
Total		17.805	247	.072		

Grand Mean = 1.48

a. Kendall's coefficient of concordance W = .003.

Source: CEO Survey 2014

Fulmer and Goldsmith (2001) insist that it is important for executives to identify what they have learnt and what insight learning has provided. The impact of training can be experienced through immediate results and actions used by executives to improve company performance. According to Phillips et al. (2012) leadership development training are difficult when setting up. It may take different approaches however what is required is the support, right timing and the right alignment with corporate imperative. On the other hand, Fulmer and Goldsmith (2001) argue that the organization is likely to experience change by enabling the leadership development process to fit into the culture of the organization. Entrepreneurial leadership development executive programmes are therefore key in developing the competencies and capabilities of CEOs especially in the current dynamic environment characterized by constant disruptions.

6.4.7 360-degree feedback

This is also known as multi-source feedback or multi-rater feedback. It is a method of systematically collecting perceptions of an individual's performance and leadership competencies from the entire circle of relevant viewpoints. The rating sources include peers, direct reports, supervisors, customers and suppliers amongst others. A more accurate picture of an individual's leadership competencies is more likely to emerge from such rating.

360 Degree feedback is an intervention where firms need to get into clear laid down game plan in the mind of entrepreneur and the management. 360 Degree feedback is the ability to enhance leader's self-awareness of their strength and weakness. This kind of feedback is considered when assessing leadership style and structure.

The anonymous process allows subordinate, peers, supervisors and customers both internal and external to provide feedback to leaders. The 360 Degree feedback serves as a wake-up call and a platform for change as well as raising awareness. Through 360 Degree feedback, some leaders learn about whom they are, there capability in terms of decision making, personal temperament of entrepreneurs, people's experiences and tension between conflicting inclinations are brought to light.

360 Degree feedback can be helpful because it offers multiple viewpoints of the leader as well as gathering holistic and accurate views of leadership style and behaviour. 360 degree feedback is an important element of person's professional and personal development. This kind of feedback increases competition as well as renewing focus on need for personal improvement through capabilities enhancement and development.

From our research and as shown in Table 6.6, 360 degree feedback is relied upon by 65% of the respondents who indicated that they rely on it either much or very much. About 10% of the respondents were not sure whether they had ever used the method whereas 11% of the respondents indicated that they had never used the method to assess their leadership capabilities.

The main entrepreneurial leadership competencies that can be developed using 360 degree feedback include being informed (63%); being innovative (58%); having emotional intelligence and personal mastery (58%); and having adaptability and flexibility (53%). This is shown in Table 6.3.

6.4.8 Case studies

Case studies are a form of problem-based learning, where you present a situation that needs a resolution. The entrepreneur is given details about the situation, often in a historical context. The case study is used for analyzing and solving practical business problems as well as building and testing business theories.

Through case studies, a CEO is able to display unique experiences that are stimulating and also sharing of explorations and understanding of issues in entrepreneurship. On the other hand case study helps the entrepreneur to understand complexities of real business-world decision-making. Entrepreneur can arrive at meaningful solutions to problems facing the organization.

In our case studies, one respondent indicated:

> *"On the issue of women, I believe that women are as capable as men in entrepreneurial leadership. The gains made by opening up education opportunities for women means that just like men, women have an almost equal opportunity to prosper as men. If you look around even in manufacturing, women have had tremendous success, sometimes even surpassing men. A good example is Tabitha Karanja of Keroche Breweries. She has been able to offer competition to multi-nationals such as EABL with much success." (Case 2)*

This is to show that entrepreneurs learn from other success stories. They are guided by the footsteps of their successful models and thereby grow their capabilities.

Other respondents have grown in entrepreneurial families and therefore they have been able to learn from their family members. They tap intergenerational knowledge from significant people in their family or close social circles. This is exemplified by a respondent who said:

> *"I grew up in an entrepreneurial family and my family enterprises date back to about three generations. My great grandfather founded this enterprise in Mumbai, India. At that time he processed and packaged rice for the rural population of India. He would then come to east Africa as a rail worker and after*

retiring he opted to stay behind in Kenya as his colleagues returned to India. Like all other Indians he started a small shop in down town, Nairobi. He would later be joined by my great grandmother and her children whom he had left behind in India. My grandfather would then take up the shop business diversify it and expand to a wholesale mainly targeting the African population working in Nairobi." (Case 3)

6.4.9 Job Rotation

This is a technique used by employers where employees rotate their assigned jobs. It is meant to promote flexibility within an employee and to keep employees interested into staying with the company/organization they are employed in. Job rotations help relieve the stress of employees who work in a job that requires manual labour.

Job rotation forms well-rounded managers that have acquired knowledge in different industries and market cycle. To the organization, job rotation is part of training program and many a times, organizations benefit from job rotation because of the increase of flexibility in scheduling and producing especially when employee shift to cover for absent colleague or when there are changes in operations or production. Job rotation is still an important part of leadership development where managers are rotated between jobs at a slower pace to foster organic growth.

Our research established that some of the respondents had done other jobs and worked in other firms in different positions before become CEOs. This had overtime helped them build their leadership competencies through exposure and experiences they had gained. One respondent in our case studies said,

"After my graduation I immediately got a job with the government and I was posted as a District Architect in the Rift Valley. Like many other young graduates I was enthusiastic about my new job and looked forward to actively participating in nation building. Unfortunately like many other government officers at the time, it would seem that there was no work for me the county and even my seniors didn't seem to bother about it. Indeed this was very frustrating as I felt that my

career had now stagnated and there was no opportunity for growth. Frustrated by my new job, I began plotting on my next move so that I could redeem my architectural career. I applied for a scholarship outside the country in England and I was fortunate to get an admission and a full scholarship. I therefore migrated to England for further studies and while here I joined a private architectural firm. This was indeed a turning point for me as I took up challenging assignments first as an assistant and later on as a lead architect. I cherish this period as the period of eye opening to the many opportunities unexploited back home. Therefore on my graduation I opted to head back home and by this time I had already gotten married." (Case 3)

Another respondent narrated how he had done different jobs as follows:

"My entrepreneurial journey has been long and one that has been marked by very many tribulations. As a child I always dreamt of finishing my studies, get employed and rising above the ranks to top management. Banking was my career choice and every day when I went to school it was to me a journey towards becoming a banker. Indeed my dream of becoming a banker was fulfilled when after my undergraduate I took up an internship with the Barclays bank Ltd. Running my internship I was attached to the credit appraisal department and my role was to ensure that the clients filed all the necessary documents and that they were authentic.

After about six months of internship I applied to be employed as a banker in the same bank. My application was accepted and I now joined the bank as a management trainee. As a management trainee I would be shipped around all the bank departments so as to learn and understand theoperations of the bank.After three years of management trainee my first opportunity of being a team leader came calling as I was promoted to the position of branch customer service officer. My responsibility was to ensure that all the bank clients were properly handled and certified with the service we offered. I realized that clients who become happy with our services would always refer to as new clients while those who felt

frustrated with our service would complain so much and make us see if the issues they raised were addressed within a reasonable time frame.

My real turn around came when I was promoted to the position of branch manager. Although the branch was quite small, it gave me an insight of managing un enterprise focusing on the customer while an insight of managing un enterprise focusing on the customer while maximizing on profits. To me this opportunity was the one that actually set me up for the task of entrepreneurship. I started focusing more on how I would exit the employment world and start up a venture that would define my legacy. This was not an easy decision especially because everyone who I shared with my idea wondered why I wanted to give up on my sterling and comfortable career to take up something I was not even sure about. However, I chose to resign from Barclays Bank of Kenya. My managing director was taken aback by my decision and tried his level best to lock me out of my decision. After sharing with him my ultimate goal in life and the thought behind my decision, he reluctantly welcomed it and offered me his support. Later on, when I founded this consultancy firm I would also carry out assignments for my former employer, who I have a lot of respect for, to date. It is fifteen years now since I founded my consultancy firm and I am pride in it that we have contributed greatly in product development of the financial industry which has had transformational results to the people of Kenya and East Africa in general."

Job rotation therefore, whether vertical or horizontal, helps to inculcate leadership competencies and leads to exposure and different experiences that contribute to holistic growth.

6.5 Chapter Summary

This chapter aimed at addressing research objectives 3 and 4. Objective 3 was to examine the methods and strategies used to develop the specific entrepreneurial leadership competencies among the CEOs of successful mid-sized companies in Kenya. The objective 4 was to explore the extent and the reasons why some methods were more useful than others. The Study established that CEOs mostly relied on observational learning, leadership self-development and action/experiential learning to harness their entrepreneurial capabilities. The three methods are mainly out of the individual personal effort of the CEO to enhance his or her entrepreneurial capabilities. This exposes the weak societal, institutional and governmental efforts and frameworks to support establishment and growth of entrepreneurial culture through capabilities nurturance programmes and strategies. The other significant methods of leadership development included mentorship, formal education and coaching. Here, other players are involved in inculcating entrepreneurial competencies on the CEOs at the various stages in their lives. Other methods include 360-degree feedback, lectures and seminars, executive leadership development programs, case studies of success stories, intergenerational knowledge transfer and job rotation.

CHAPTER SEVEN
FAMILY AND SOCIAL GROUPS IN ENTREPRENEURIAL LEADERSHIP DEVELOPMENT

7.1 Introduction

This chapter provides answer to our research question number five, that asks: How do family and social groups that one belongs to influence the entrepreneurial leadership development process and choice of strategy? The data is derived from the CEOs survey and the case studies.

The family is a significant socialization agency in entrepreneurial leadership development. Family is therefore influential in shaping and fanning entrepreneurial leadership competencies. It forms the pillars and foundational orientation towards entrepreneurship. In addition, the family facilitates intergenerational business knowledge transfer, is instrumental towards social capital and security, cushion entrepreneurs from various entrepreneurial challenges and setbacks and provide platforms for mentorship and coaching. In our study, the family and social groups were found to be the moderating variable in the process of entrepreneurial leadership development process.

7.2 Family and social groups influence on process and strategy Choice in Entrepreneurship Leadership Development

From the survey, 85.7% of the CEOs indicated that social groups and family influence leadership development. This indicates that family and social groups play an integral part in enhancing entrepreneurial leadership capabilities. However, 14.3% of the CEOs indicated that the family and social group they belong to did not in any way influence their entrepreneurial leadership development.

Those who indicated that social groups and family have influence on entrepreneurial leadership development supported their assertion by enumerating ways in which family and social groups facilitate development of leadership capabilities. Family and social groups provide financial, moral and emotional support to the entrepreneurs. Family and social groups provide a platform of sharing of ideas, experiences and best practices in entrepreneurship. In addition, family and social groups provide advice and

encouragement; help in inculcating business acumen at young age; some families are risk takers; help in inducting of values and norms and also provide initial lessons in business management.

The ten respondents, who participated in case studies, indicated that the family has a central and pivotal role in inculcating entrepreneurial leadership competencies. They indicated that the primary role of the family is socialization which contributes immensely in what one eventually becomes. Family contributes in shaping entrepreneurs from their tender age. There are those who are mentored towards being disciplined, hardworking, being respectful, perseverance, commitment to excellence among other business virtues.

One of the respondents in support of the role of the family in developing entrepreneurial competencies said,

> *"I am a strong believer that socialization plays a vital role towards forming the type of a person one becomes. I grew up in a poor-rural family, and our parents were peasant farmers who struggled to make ends meet and take us to school. Despite this, they instilled in us discipline and the need to work hard. Even in the most difficult times such as when drought would strike and we would survive on one meal a day we were to remain resilient and have a smile on our faces. They also taught us on the need to respect other people irrespective of their social economic standings in the society. Our father had a philosophy that discipline, hard work, respect and fear of God were key to success of any individual. As such he ensured that we all had these virtues. This philosophy has been a key pillar in my success also and I also try to impact the same to all our employees. Like every morning at 8.00 am in all the departments we have a ten minute of Praise and Worship where we also pray together. This has been our culture since when I was alone to now when our team has tremendously grown. Respect for each other is a virtue we promote amongst our team and we do not condone any form of disrespect or humiliation" (Case I).*

Another respondent in support of the same position argued,

> *"In my family I was the second born of my eight siblings and the first born girl. As such I was tasked with the responsibility of deputizing my mother in the upbringing of my siblings. My parents cultivated in me the virtues of hard work, discipline and perseverance. These virtues have been very instrumental in nurturing my entrepreneurial leadership skills. They are the drive behind my immense energy and strong desire to succeed. Also as we grew up, our parents cultivated amongst us very strong social support mechanisms" (Case IV).*

In addition, family plays a role of introducing the young ones to running business when they are still young. Some CEOs started by helping out in the family businesses where they gained entrepreneurial insights, grounding and experience through experiential and observational learning, coaching and mentorship. Intergenerational entrepreneurial knowledge transfer is the exchange of knowledge between the generations. It is used to promote cooperation and sharing of knowledge between younger and older people. This is meant to prevent the loss of knowledge that would occur if older people left the business firms. For the purpose of managing intergenerational knowledge transfer, it is necessary to identify both the knowledge concerned and the relevant competencies of older people and those individuals who will be involved in the process of knowledge transfer.

Knowledge is often divided into explicit and implicit knowledge. Explicit knowledge is formal in nature and can be easily passed on. Implicit knowledge, on the other hand, is intuitive, experiential, informal and individual. It is difficult to pass on in a systematic way. Implicit knowledge is based above all on individual experience and personal attitudes, perspectives and emotions (Vozikis et al 2014). Older people possess valuable experiential knowledge, comprising explicit and implicit knowledge. This is well captured by a respondent, who said,

> *"I grew up in an entrepreneurial family and my family enterprises date back to about three generations. My great grandfather founded this enterprise in Mumbai, India. At that time he processed and packaged rice for the rural population of India. He would then come to east Africa as a rail worker and after*

retiring he opted to stay behind in Kenya as his colleagues returned to India. Like all other Indians he started a small shop in down town, Nairobi. He would later be joined by my great grandmother and her children whom he had left behind in India. My grandfather would then take up the shop business diversify it and expand to a wholesale mainly targeting the African population working in Nairobi. According to my grandfather sales were always high around festivities and end months as many of the consumers were paid monthly. This meant that there were times when the business was idle every other month."

A respondent indicated,

"Like any other aspect of social development, entrepreneurial leadership has various social-cultural aspects that inspire one into it. For me my family has played a critical role in developing my entrepreneurial leadership. From a very tender age, I started helping out in my family business and this formed the basis upon which my entrepreneurial skills were nurtured. As I grew up my family (parents) gave me more responsibility at the enterprise which gradually inducted me to entrepreneurial leadership. Finally, the opportunity for leadership growth was given to me by my parents who continue to offer me support and mentorship in my new role" (Case III).

Further, family members including parents, partners, siblings and children continue being supportive in entrepreneurial pursuits. They provide financial support especially during start-ups and in case of financial distress; provide moral and psychological support; provide conducive environment for relaxation, reinvigoration and rejuvenation after taxing entrepreneurial obligations; and they assist in performing some entrepreneurial duties when requested to do so. A respondent indicated,

"On the other hand, my husband and children are always there for me encouraging me to carry on with my venture. They always step in for me; adjust their programs so that I do not miss out. All my children have at one time or

another worked in my firm and do appreciate the work we do. This makes it easy for me to remain focused towards the firm's success (Case IV).

From the case studies, it emerged that CEOs are members of varying social groups, which serve different purposes ranging from general to intimate friendship, business support, peer mentorship, sharing of business ideas and professional growth in leadership capabilities. Friends brought together by common entrepreneurial interests form groups and networks for sharing information and bonding. One respondent indicated that,

"I have a close network of friends who are also entrepreneurs and industrialists like me that we have a social group where we offer support to each other. We meet twice a month and during our meetings which are largely informal, we discuss various aspects of our businesses, successes and challenges. This has been very instrumental in shaping and developing my leadership skills as we adopt the best practices that others have used and shaping the one with negative impact. The social group also organizes for talks and seminars where we invite distinguished speakers on various topical issues related to success of our businesses" (Case III).

Another respondent added,

"Everyone is a product of socialization and where one grows: schools, works or even lives have an impact on how he/she behaves. Entrepreneurial leaders are no different and that they also just like everyone else have a socio-cultural background. In my case my college peers have been very instrumental in my leadership development. Majority of my peers we together joined banking after graduating and were always in close contact throughout including having common social activities. A majority of them have grown to either venture into private practice or have risen through the values to serve at the helm of various organizations. We have a peer support group that we meet regularly not just to socialize but to also empower ourselves. We also invite each to seminars and workshops that continue to model us. This group that has about ten members has been instrumental in shaping the kind of leader I am today" (Case IV).

In addition, another respondent asserted

> *"..I build my network through friends who introduce me to clients. Through social gatherings we are able identify new market and potential clients. We learn from others experience and this has helped us to improve ourselves" (Case VII).*

Further to show the relevance of social groups in entrepreneurial leadership development, a respondent said,

> *"I have a close network of friends who are also entrepreneurs. We have a social group where we offer support to each other. We meet twice a month and during our meetings which are largely informal we discuss various aspects of our businesses, successes and challenges. We also hold entrepreneurial seminars for ourselves or to mentor upcoming entrepreneurs in our society. This has been very instrumental in nurturing my leadership skills as we adopt the best practices that others have used and avoid the one with negative impact. The social group also organizes for talks and seminars where we invite distinguished speakers on various topical issues related to success of our businesses" (Case IX).*

This argument was supported by another respondent who reiterated that,

> *"I also have a social group that has been instrumental in developing my entrepreneurship leadership. We are all in different industries but we meet regularly to share our successes and challenges including how to overcome each of them. We appreciate that despite our difference we share a lot as a result of our position in the enterprises we run. Sometimes we hold seminars and business trips together so that we can learn best practices to adopt and promote" (Case II).*

Some CEOs are members of other associations that are instrumental in enhancing their leadership skills, expanding their knowledge base and exposure. These also help in fanning their entrepreneurial opportunity recognition capabilities. This is well illustrated through the statement of one of the respondents, who asserted,

"I am a member of the Kenya Association of Manufacturers which has been instrumental in developing my entrepreneurial leadership skills. We meet quarterly and during our meetings we reflect on the opportunities and the challenges that we are facing. We also have seminars facilitated by external facilitators and touch on various aspects of entrepreneurial management. I always have an opportunity to put into practice the things I learn and apply them to my situation" (Case II).

It also emerged from the research that the family and social groups play a major role in inculcating values and attitudes in entrepreneurship thereby helping to form a solid foundation and establishment of entrepreneurship culture. A respondent affirmed that position by asserting that,

"I come from a community that is very entrepreneurial and we are socialized to multiply our wealth by seizing opportunities that come our way. This has been key towards my success as am always able to take up opportunities even when I have little experience. Also, it means that I also have many friends who we grew up together who are doing various kinds of business and they form a network of my social support group. While making my choice of entrepreneurial leadership development strategy I have always been open to learn with little influence. However attitude towards work has been a key driver to me as I believe that attitude is a great contributor towards anyone's success" (Case II).

This argument was also supported by another respondent who said,

"My entrepreneurial skills were nurtured because my father was a chief some years back, but when he retired he went into business. Being in business he was able to take us to school. Like I studied in the US. So coming back here now he put me in line with what he was doing like hotels, laundry and a couple of other things. So he made me understand what he was doing. We were able to learn something about running a business even if not all of us are in business" (Case VIII).

A female CEO also supported this position by arguing that,

> "*My family is supportive and part of my endeavours. This support helps me get things done quickly. My husband is my business partner though all ideas are mine. We do everything together and use family resources to execute all ideas*" *(Case I0).*

This clearly shows that entrepreneurial orientation can be cultivated from tender age; family and social groups providing the main platform. Religion was also found to play a part in grounding and socialization of some entrepreneurs. It also inculcates some virtues that contribute towards entrepreneurial leadership. To support this position, a respondent said,

> *My religion, on the other hand has nurtured in me virtues that have been instrumental in my success. The feeling that there is always a superior being in control allows doing the much I can. It also teaches me to be fair to others irrespective of their status. This has ensured I have a cordial relation with all my team members at all levels*" *(Case III).*

Another respondent supported the same argument by saying,

> "*Religion also has played an integral part nurturing in me the character of patience and honesty as I carry out my duties*" *(Case II).*

From the CEO survey, when the respondents were asked whether cultural values and attitudes affect the process and strategy of developing entrepreneurial leadership, 76% were in agreement while 23% indicated NO. Those who responded to the affirmative explained their responses and argued that cultural values and attitudes determine ones perceptions and influences choices, that societal perceptions/expectations on gender roles limit women CEOs, that it affects principles and norms in business management, can promote fairness and work ethics, inculcates religious beliefs, family pressure to conform and succeed, values and attitudes developed through learning, education and observation and also influenced by markets and profits perception. Table 7.1 shows how cultural

values and attitudes affect the process and strategy of developing entrepreneurial leadership.

Table 7.1: Cultural values and attitudes in the process and strategy of ELD

Cultural values and attitudes	N	%
Determine ones perceptions and influences choices	14	30.4
Societal perceptions/expectations on gender roles limit	7	15.2
Affect principles norms set by business	7	15.2
Promote fairness and work ethics	4	8.7
Religious beliefs	4	8.7
Family pressure to conform and succeed	4	8.7
Developed through learning, education and observation	4	8.7
Influenced by markets/profits	2	4.3
Non-response	59	56.2

Source: CEO Survey 2014

When the respondents were asked whether the family played a role in developing their leadership skills,80% agreed while another 20% indicated that their families had not been involved in the development of their leadership competencies. Those that agreed that family is pivotal in leadership development, 68 CEOs indicated that the family offered support (financial, moral and emotional); also offered knowledge through education; ensured skills acquisition through early exposure to business. Table 7.2 clearly shows the role played by family in entrepreneurial leadership development.

Table 7.2:   Role played by family in ELD

Role played by family	N	%
Offered support (financial, moral and emotional)	37	54.4
Skills acquisition through early exposure to business	24	35.3
Offered knowledge through education	6	8.8
Family not involved	1	1.5
Non-response	37	35.2

Source: CEO Survey 2014

7.4 Women and entrepreneurial leadership

Most of the case studies' respondents (9 out of 10) were of the view that women are as capable as men in entrepreneurial leadership. This is an indication that women are recognized as capable CEOs. One respondent said,

> *"I believe that women are as capable as men in entrepreneurial leadership. With the expanded opportunity for education and the gains in gender empowerment, women today have an opportunity to effectively compete with men at all fronts including the entrepreneurial front unlike in the traditional setup where women are surrounded by various opportunities to excel. I also feel that the market perceives women more positively especially because of their attributes of honesty. For example financial institutions today are more willing to lend to women than men because of low default rate. Therefore, women have a window of opportunity to prosper as entrepreneurial leaders and those who have tried are very successful" (Case I).*

Another respondent added,

> *"On the issue of women and entrepreneurial capabilities, I believe that women are as capable as men in entrepreneurial leadership. The gains made by opening up education opportunities for women means that just like men, women have an almost equal opportunity to prosper as men. If you look around even in manufacturing, women have had tremendous success, sometimes even surpassing men. A good example is Tabitha Karanja of Keroche Breweries. She has been able to offer competition to multi-nationals such as EABL with much success"* *(Case II).*

One woman CEO also added,

> *"I believe that every person irrespective of their gender basis do stand an opportunity to excel as an entrepreneurial leader. I am a woman and for the last seven years I have been leading this organization and my parents believe in my capabilities. The world has not been short of women with great capabilities including here in Kenya. With the government and civil society promoting women entrepreneurship, we now have a basis within which women can explore and seize opportunities around them. Indeed there are more men in entrepreneurship but that notwithstanding women are emerging and taking up their rightful position as entrepreneurial leaders"* *(Case I0).*

Another woman CEO added her voice and said,

> *"In my own knowledge and experience is that women are as capable as men in entrepreneurial leadership. When I reflect on my own life I feel that I have taken up responsibilities that were previously a reserve of men and succeeded. A good example is when I became a bank branch manager; it was still at time when the role was mainly handled by men. I took it up and with determination I did well even won awards for outstanding performance. In our country women continue to show leadership in various fronts. One outstanding woman for me is the Nobel laureate Prof. Wangari Mathai, whose leadership was appreciated worldwide. Her vision of an environmentally friendly society has outlived her"* *(Case IV).*

There are changes in the society and women are increasingly recognized as competent entrepreneurs. This is well captured by the comments of one respondent, who said,

> *"Sometime back, women were considered as home makers and they were not given a chance to demonstrate their entrepreneurial skills. However I am happy that this is changing and today we have women entrepreneurs. The society should encourage them more because they are good" (Case VII).*

The society is changing from its patriarchal orientation to increasingly offer women an equal opportunity to prosper in entrepreneurial leadership unlike in the traditional setup where only sons would be heirs of family businesses and beneficiaries of business mentorship and coaching. Today even family businesses are being inherited by women. Women are also perceived as less extravagant and conservative an attribute that give them a niche as entrepreneurial leaders. This position is well supported by comments of one respondent, who said,

> *"In my community, women are given almost an equal opportunity to entrepreneurial leadership as men. Traditionally we were a patriarchal society but with the gains in education, women empowerment and the gains brought about by the new constitution, have given women a platform to thrive. Now more women are taking up leadership roles in enterprises and with a lot of success. Where I come from men and women have an equal opportunity culturally of taking up entrepreneurial leadership. However, it must be noted that women even in my culture were seen to be more of home makers. This perception sometimes hinders the extent to which women can go as entrepreneurial leaders. The gains through education have indeed watered down this position and women are now seen to be competitive actors in this position" (Case II).*

In support of the same another respondent *(Case IV)* asserted that men and women are the same. The woman however has inborn character that predisposes her to some challenges in time. She has responsibilities to children and husband that she cannot ignore. All the same she still does what any man can do if not better. When she does something she does it with passion and competence.

It can therefore be argued that the conditions for women in business are becoming more favourable. The environment is in a flux and dynamic condition. This is well captured by a respondent, who said,

> *"In my community, women are offered equal entrepreneurial leadership opportunities as men. Traditionally the men led the agricultural related enterprises while women were in-charge of crafts industry for example pottery, weaving etc. the postmodern society reversed the gains our traditional society us they deprived the girl child the opportunity to education in favour of the boy child. This disparity ensured women lagged behind in the formal leadership. However, with the sensitization on the need to educate the girl child, there are gains and now women are slowly regaining their niche in entrepreneurial leadership capacity"* (Case IV).

From the CEOs survey, 88.5% of the respondents indicate that social cultural factors influence development of entrepreneurial leadership competencies while 11.5% indicated that they did not think so. In addition, 89.5% indicated that they think women are as capable as men in entrepreneurial leadership capabilities while 10.5% indicated that they don't think that women have the same entrepreneurial capabilities as men. 71.4% indicated that in their community women are offered equal entrepreneurial leadership opportunities as men while 28.6% indicated that women are not offered the same entrepreneurial leadership opportunities.

When the respondents were asked to comment on how entrepreneurs are hindered by social cultural factors in progression to top leadership, entrepreneurs said that there are cultural biasness and gender discrimination against women; sole proprietorship not allowed by some cultures; rights to property ownership in some cultures discriminate women; lack of formal education and exposure; cultural stereotypes limiting mindset on world views; entrepreneurial misconception; family duties hindering women to rise in business and negative ethnicity.

Table 7.3: Socio-cultural factors and ELD

Social cultural factors	N	%
Cultural biasness on gender discrimination against women	23	38.3
Cultural stereotypes limiting mindset on world views	12	20.0
Entrepreneurial misconception	7	11.7
Lack of formal education and exposure	5	8.3
Family duties hindering women to rise in business	4	6.7
Sole proprietorship not allowed by some cultures	3	5.0
Rights to property ownership by women	3	5.0
Negative ethnicity	3	5.0

Source: Survey Data, 2014

7.5 Chapter Summary

This chapter used survey and case study data to analyse the question: *"How do family and social groups of entrepreneurs influence the entrepreneurial leadership development process and choice of strategy?"* Family is the first place that enhances CEOs awareness about, attitude towards and capabilities of entrepreneurship. Analysis of the data revealed that parents played an influential role in inspiring CEOs to get involved in entrepreneurial activities. Furthermore, lived and continuous involvement in family business developed the CEOs self-efficacy in leading entrepreneurial activities.

The results show that the family and social groups are influential in shaping and fanning entrepreneurial leadership competencies. Family and social groups provide the pillars and foundational orientation towards entrepreneurial journey. Family and social groups enhance intergenerational entrepreneurial knowledge transfer, instrumental towards social capital and security, cushion entrepreneurs from various entrepreneurial challenges and setbacks, provide platforms for mentorship and coaching among others roles.

In the next Chapter, we discuss the summary of findings, conclusions and the recommendations for the whole study.

CHAPTER EIGHT

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This chapter presents the summary of the key study findings, conclusions and the recommendations. The overall research question that this study aimed to answer was: In what ways and through what strategies are entrepreneurial leadership competencies acquired and developed among the CEOs of mid-sized companies in Kenya? The study addressed the following five specific research questions:

1. What are the personal characteristics and motivations of CEOs of mid-sized companies in Kenya?

2. What are the key entrepreneurial leadership competencies required for CEOs in Kenya?

3. What are the methods and strategies used to develop the specific entrepreneurial leadership competencies among the CEOs of successful mid-sized companies in Kenya?

4. To what extent and why are some methods of entrepreneurial leadership development more useful than others?

5. How do family and social groups that one belong to influence the entrepreneurial leadership development process and choice of strategy?

Developments in entrepreneurial leadership as a distinct area of research and practice is recent and raises many questions about the competencies of entrepreneurial leaders at personal level, that enable them to successfully lead successful entrepreneurial firms.

8.2 Summary of Findings

Summary of the findings was categorized into four sections namely: personal characteristics and motivations of CEOs, entrepreneurial leadership competencies, methods of entrepreneurial leadership competencies development and family and social groups in entrepreneurial leadership development.

8.2.1 Personal Characteristics and Motivations of CEOs in Kenya

The study established that there are various reasons why people choose to become entrepreneurs. The main reasons include desire to be making decisions crucial to the business success, drive towards satisfaction of creating and running a successful business, in order to work directly with the customers, in pursuit of working in their field of interest. Other reasons for becoming entrepreneurs included: to be own boss, to participate in every aspect of running a business, in order to make money for self and not for someone else, desire to learn and gain experience in a variety of disciplines, drive to build retirement value and also as a result of being encouraged by family and close relatives.

There were several rewards that one gets as a result of being an entrepreneur. These rewards included: freedom in carrying out entrepreneurial work, satisfaction of being own boss, ownership and retirement assurance, personal freedom in doing things the way one like and also respect of family and friends as a result of running a successful business.

The entrepreneurial functions of CEOs included: risk bearing, organizing the enterprise, innovation, management, decision making, idea generation, gathering business, intelligence, determination of form of enterprise and its ownership right, fund raising, procurement, conducting market research, and business environment scanning.

The study also found out there is diverse factors that lead to entrepreneurial success. These factors included: focus and determination to success, hard work, work experience, having good mentor and coaches, academic qualifications, intergenerational business knowledge transfer and also international experience.

The main leadership skills required by an entrepreneur included: cognitive ability; analytical thinking; ability to make sound decisions; ability to learn from experience; ability to be influential and persuasive with different publics; ability to identify, attract, develop and retain talented people; personal and organizational communication skills and also ability to delegate effectively.

The study established that there are multiple challenges that CEOs go through in their entrepreneurial pursuits. Financial challenges are a major source of entrepreneurial stress. Financial challenges take many forms and manifest themselves differently. There are several challenges that entrepreneurs face while trying to access credit in Kenya. Credit is expensive and the conditions of loan facility are also dictated by financial institutions and most of the time the credit access conditions are not friendly to the entrepreneurs. This results in psychological distress. Some of the survival strategies that CEOs come up with to survive financial challenges include insuring their firms to cushion them in case of loss, negotiating with financial institutions for overdraft and loans, hiring competent staff, prudent investment plans and also exploiting social capital through loans or grants from family and friends.

Family pressures and demands represent challenges that a CEO has to deal with. CEOs spend a lot of time concentrating on their firm's leadership functions. This may cause a strain in their family as they do not spend enough time with them. One may be perceived as a failure for having neglected their duties at family level. This is also related to numerous social obligations that CEOs have especially amongst friends and community at large. A typical CEO work is time demanding. Performance of entrepreneurial duties and obligations leave them with little or no time to perform other social obligations.

Intrapersonal challenges that emanate from oneself also negatively affect CEOs entrepreneurial pursuits. These intrapersonal issues may include psychological and ego related challenges. CEO work involves taking risks and being involved in cutthroat competition. One is driven to work hard to remain a float. Business losses whether incurred or anticipated can be a source of stress with serious psychological implications. There are fears that CEOs have to deal with. These fears include loss of family or failure in parenting duties, fear of losing friends, fear of being swindled, fear of falling sick due to long hours spent in business and stress and also fear of the unknown due to business uncertainties, risks and threats.

Some of the challenges that CEOs encounter in the course of executing their duties challenges their character and societal ideals. A case in point is the rampant corruption that has currently permeated in every aspect of the society. In some cases to get a

business opportunity both in government and private sector, one is required to bribe in order to be favoured. The big question to the CEOs is whether to or not to engage in corrupt dealings. In a society where the corrupt are the winners, being ethical may jeopardize chances of survival. As such, corruption is a major detriment and work against personal efforts for development of entrepreneurial competencies.

8.2.2 Entrepreneurial Leadership Competencies

Entrepreneurial activities are associated with various uncertainties, complexities, and challenges. As such and in order to achieve the entrepreneurial vision, entrepreneurial leaders require specific capabilities to successfully deal with the crises and difficulties and achieve. These competencies are pivotal for entrepreneurs at all levels. However, there has been very little discussion on the literature (especially in African context) about the challenges of leading entrepreneurial activities and the competencies that enable entrepreneurial leaders to successfully cope with the challenges and effectively lead entrepreneurial venturing. The limited knowledge and information on entrepreneurial leadership competencies among CEOs of mid-sized firms in Kenya is what mostly informed this study.

One of the study objectives was to establish the key entrepreneurial leadership competencies required for CEOs in Kenya. Entrepreneurial leadership competencies are important to business growth and success. The research established that the top competencies are: innovativeness; proactiveness; being decisive; adaptability and flexibility; foresight; risk taking; being ambitious and performance oriented; ability to identify and articulate a vision/convincing; ethics and integrity; being informed; positive/enthusiastic; effective bargainer; having intellectual versatility; emotional intelligence and personal mastery; being improvement oriented and organizational savvy. Others included being independent, being intellectually stimulating, being diplomatic and having global mindset.

The top twenty competencies were classified as either relationship-oriented or task-oriented competencies. Task-oriented competencies help the entrepreneurial leader to focus on entrepreneurial tasks that need to be performed in order to meet entrepreneurial

goals. Relationship-oriented competencies on the other hand help the entrepreneurial leader to focus on the satisfaction, motivation and creating a positive conducive environment where individuals feel appreciated and valued for optimal performance.

The relationship-oriented competencies are being decisive; ability to identify and articulate a vision/convincing; positive/enthusiastic; effective bargainer; having ethics and integrity; emotional intelligence and personal mastery; being independent, being intellectually stimulating, being diplomatic and having global mindset. These are the competencies that help a CEO to engage with both internal and external publics of the firm to enhance improved relations for optimal performance.

The second category of the competencies is task-oriented competencies. These competencies include: innovativeness; proactiveness; adaptability and flexibility; foresight; risk taking; being ambitious and performance oriented; being informed; having intellectual versatility; being improvement-oriented and organizational savvy. The task-oriented competencies help the CEO to handle the technical aspects of running the firm.

Specific strategies should therefore be put in place for enhancing nurturance of these competencies. Deliberate efforts should be made to match each competence with the most appropriate means of developing it for efficiency is developing entrepreneurial leadership competencies.

8.2.3 Methods of Entrepreneurial Leadership Competencies Development

We established that there are many methods and strategies that could be relied upon to develop, inculcate and harness entrepreneurial leadership competencies. The main methods include mentoring, coaching and action learning. Other leading methods and strategies included: formal education, observational learning and entrepreneurial self-development. In addition, executive lecture, job rotation and case studies are the other ways through which entrepreneurial leadership competencies can be nurtured.

8.2.4 Family and Social Groups in Entrepreneurial Leadership Development.

The study investigated the role of family and social groups in the choice and strategy of entrepreneurial leadership development. The results showed that family and social groups play a very instrumental role in shaping entrepreneurs. Family and social groups offer financial, moral and emotional support. They provide a platform for early exposure to business thereby inculcating business acumen at early age, offer knowledge through education system. Family also plays a role in inducting and socializing upcoming entrepreneurs harness the necessary norms and values. Some family members are also supportive in entrepreneurial pursuits. They provide financial support especially during start-ups and in case of financial distress; provide moral and psychological support – especially providing conducive environment for relaxation, reinvigoration and rejuvenation after taxing entrepreneurial obligations, they also assist in performing some entrepreneurial duties.

8.3 Conclusions

This section presents the conclusions of the study. The section is organized into four sub-sections namely: conclusions on personal characteristics and motivations of CEOs, entrepreneurial leadership competencies, methods of entrepreneurial leadership competencies development and family and social groups in entrepreneurial leadership development.

8.3.1 Personal Characteristics and Motivations of CEOs in Kenya

Some of the challenges that CEOs encounter in the course of executing their duties challenges their character and societal ideals. A case in point is the rampant corruption that has currently permeated in every aspect of the society. In some cases to get a business opportunity both in government and private sector, one is required to bribe in order to be favoured. The big question to the CEOs is whether to or not to engage in corrupt dealings. In a society where the corrupt are the winners, being ethical may jeopardize chances of survival. As such, corruption is a major detriment and work against personal efforts for development of entrepreneurial competencies.

8.3.2 Entrepreneurial Leadership Competencies

One of the main focus areas of this study was to establish the key leadership competences which entrepreneurs need in order to perform their roles optimally. The study succeeded in identifying top twenty key entrepreneurial competencies necessary for entrepreneurs operating in Kenyan context.

Entrepreneurial leadership is a new type of strategic leadership that is required to help firms in Kenya to successfully navigate the dynamic and uncertain environment in which they compete locally and globally. Entrepreneurial leadership needed in the 21st Century is involved in building firm resources and capabilities to enhance business performance.

To effectively navigate in the 21st century's dynamic, complex and uncertain competitive business environments requires a competent entrepreneurial leader. And as argued by Puffer and McCarthy (2001), this leadership challenge is reflected in both developed and developing economies. For firms to perform optimally, entrepreneurial leaders need to nurture, enhance and develop their competencies as dictated by the changing environment.

Entrepreneurial leadership competencies are shaped and determined by environmental factors which are in state of flux and include local and global competition, technological revolution, need for rapid and flexible organizations, nature of the followers, and variation in employees' needs**.** It is clear that these competencies are context specific. This means that the competencies required to operate will keep changing depending on the change in the business environment. For firms in Africa and specifically Kenya to survive in today's global dynamic economy characterized by rapid change, uncertainty and competitiveness, they need to utilize and harness the competencies of their entrepreneurial leaders.

It therefore follows that identification of competencies that characterize successful entrepreneurial leaders (taking into consideration changing business environment), how these competencies are acquired, nurtured and developed is very important. If we can understand what makes entrepreneurial leaders tick and how they achieve that state, then we may be able to harness the entrepreneurial capabilities of individuals by advising

them on how to become more entrepreneurial. The understanding will help to inform government and other development actors on strategies and ways of inculcating entrepreneurial leadership in the society thereby increasing the level of entrepreneurship in the society and its translation into sustainable development and competitiveness.

8.3.4 Methods of Entrepreneurial Leadership Competencies Development

There are several methods and pathways through which entrepreneurial leadership competencies can be nurtured, enhanced and developed through the multiple stages in leadership development. The personal growth of an entrepreneur occurs in different facets of his or her live. The processes and strategies through which entrepreneurial leadership competencies can be developed include mentoring, coaching, action learning, entrepreneurial leader self-development (self-management, self-assessment and self-influence), formal education, 360-degree feedback, executive lecture, job rotation and case study.

Entrepreneurial leadership competencies are unique and require equally different and varying nurturance processes. In this regard, the appropriate method(s) and strategies of leadership development should be guided by the specific competency gap. Every competency has its own most appropriate method(s) of development.

Some methods of entrepreneurial leadership competencies development are more useful and preferred than others. These methods also develop a wide range of competencies making them more popular with high impact. From the research, it was discovered that the main methods of developing competencies are mentoring, coaching and action learning. The other instrumental methods of competencies development included: entrepreneurial leader self-development, formal education, observational learning, executive leadership development programmes and 360-Degree feedback. Job rotation and case studies are also relied to some limited extent to nurture some competencies though they ranked low compared to other methods. They can qualify as supplementary methods to the main ones.

Entrepreneurial leadership development should be guided by extensive research especially in accurately identifying the competency gaps. This will guide in determining the most appropriate method or combination of methods of nurturing and harnessing the desired skills, attributes and behaviours. Entrepreneurial leadership methods and strategies are determined by several factors including age, level of exposure and education, family and social background, accessibility and affordability among others.

It is also clear that entrepreneurial leadership development can be a deliberate or unconscious process that entrepreneurs go through. Deliberate leadership development is where the entrepreneur or significant people in his or her life consciously engaged in development efforts' to nurture entrepreneurial acumen. Leadership development can also be unconscious process especially during tender age at family, school or social groups. There are skills and behaviour that one can acquire (unknown to him or her) that will be pivotal in entrepreneurial pursuits.

8.3.4 Family and Social Groups in Entrepreneurial Leadership Development

From the study, it is clear that social groups and family have huge influence on entrepreneurial leadership development. The family and social groups are influential in shaping and fanning entrepreneurial competencies. They form the pillars and foundational orientation towards entrepreneurship. They enhance intergenerational entrepreneurial knowledge transfer, instrumental towards social capital and security, cushion entrepreneurs from various entrepreneurial challenges and setbacks, and provide platforms for mentorship and coaching. In addition, family and social groups provide financial, moral and emotional support, help in sharing of ideas/experiences and best practices in entrepreneurship, provide advice and encouragement, help in inculcating business acumen at young age, some families are risk takers and therefore help in inducting of values and norms and also provides initial lessons in business management.

The family has a central and pivotal role in inculcating entrepreneurial leadership competencies. The primary role of the family is socialization which contributes immensely in what one eventually becomes. Family contributes in shaping entrepreneurs from their tender age. There are those who are mentored towards being disciplined,

hardworking, being respectful, perseverance, commitment to excellence among other business virtues. It also emerged from the research that the family and social groups play a major role in inculcating values and attitudes in entrepreneurship. This helps to form a solid foundation and establishment of entrepreneurship culture.

The family plays a role of introducing the young ones to running business when they are still young. Some CEOs started by helping out in the family businesses where they gained entrepreneurial insights, grounding and experience through experiential and observational learning, coaching and mentorship. Further, family members including parents, partners, siblings and children continue being supportive in entrepreneurial pursuits. They provide financial support especially during start-ups and in case of financial distress; provide moral and psychological support; provide conducive environment for relaxation, reinvigoration and rejuvenation after taxing entrepreneurial obligations; and they assist in performing some entrepreneurial duties when requested to do so.

Entrepreneurial leaders are members of varying social groups, which serve different purposes in their lives ranging from general to intimate friendship, business support, peer mentorship, sharing of business ideas and professional growth in leadership capabilities. Friends brought together by common entrepreneurial interests form groups and networks for sharing information and bonding. Some CEOs are members of other associations that are instrumental in enhancing their leadership skills, expanding their knowledge base and exposure, and fanning their entrepreneurial opportunity recognition capabilities

Family is the first place that enhances young people's awareness about, attitude toward and capabilities of entrepreneurship. However, little attention has been directed to how family nurtures entrepreneurial abilities particularly, the competencies to lead entrepreneurial activities. This study aimed to provide a deeper understanding of how family develops entrepreneurial leadership competencies of CEOs. Analysis of the data revealed that parents played an influential role in inspiring children to get involved in entrepreneurial activities, whether or not they themselves were entrepreneurs or not. Furthermore, lived and continuous involvement in family business developed the CEOs self-efficacy in leading entrepreneurial activities.

8.4 Study Contributions

From a practical perspective, the findings of our study will be useful to entrepreneurs aiming to develop their entrepreneurial leadership competencies to assist them in crafting and pursuing winning firm strategies and positioning themselves strategically to exploit entrepreneurial opportunities in dynamic markets. Understanding how entrepreneurial leadership competencies are developed and identifying the methods of development that are most effective (if embraced by individual entrepreneurs, government and other entrepreneurial leadership development actors) will contribute significantly towards competitive entrepreneurial performance and consequently the much needed economic growth and development of global economies more so in African economies.

Entrepreneurial leaders in emerging economies are the individuals who will lead firms that hold promise for much needed economic growth and development. By identifying the core competencies of high achieving entrepreneurial leaders and how they tap from these competencies to drive their entrepreneurial firms' and understanding how their entrepreneurial leadership competencies have been developed overtime will make great contribution in understanding of entrepreneurial leadership competencies and how they can be developed.

The possession or lack of the identified entrepreneurial leadership competencies will also help in predicting the success or failure of entrepreneurial ventures. The financial lenders may introduce entrepreneurial leadership competencies assessment into their risk calculus and potentially improve the likelihood of higher returns on their venture investments. The results also will provide guidance in selection of CEOs of private and public firms who can make extraordinary entrepreneurial contributions, by their entrepreneurial leadership competencies, through effective leadership of their respective firms in dynamic and competitive global market.

At macro level, the study may also have significant societal impact by providing positive influence to economic growth in emerging economies by defining entrepreneurial leadership development requirements to improve entrepreneurial success and growth. The

resultant research outcome will greatly contribute to policy debates and issues by providing knowledge on how state and non-state actors can assist in entrepreneurial leadership development among the citizenship thereby enhancing competitiveness of entrepreneurs and employment creation in emerging economies. This will consequently lead to much needed economic growth, competitiveness and development, especially in African economies.

8.4.1 Contributions to Entrepreneurial Leadership Research

The study contributes to the entrepreneurial leadership literature in four main ways. First, the study established the main entrepreneurial leadership competencies that CEOs of mid-sized firms require to run successful enterprises. The analysis was conducted at individual CEO level and included blended responses from experts and CEOs. The study was able to establish that entrepreneurial leadership development is multi-dimensional and multi-level process. Secondly, the study successfully matched each key entrepreneurial leadership competency to its most relevant and useful method(s) and strategies' of nurturing, harnessing, and developing it. The study also went further to come up with explanations as to why some entrepreneurial leadership methods are more popular and useful than others. CEOs mostly rely on observational learning, leadership self-development and action/experiential learning to harness their entrepreneurial capabilities. The three methods are all as a result of self-initiated efforts. This means that that there are weak societal, institutional and governmental efforts and frameworks to support establishment and growth of entrepreneurial culture through capabilities nurturance. The other significant methods of leadership development include mentorship, formal education and coaching. Here, other players are involved in inculcating entrepreneurial competencies on the CEOs at the various stages in their lives. In addition, the study managed to establish the role played by family and social networks play in entrepreneurship leadership development.

8.4.2 Contributions to the Methodology of Entrepreneurial Leadership Studies

The study has several methodological contributions to research on entrepreneurial leadership. The rich methodological plurality adopted in this study is unique. The research design and methodology allowed me to study entrepreneurial leadership

development. The study used primary data obtained from CEOs of mid-sized companies and entrepreneurial leadership experts through Delphi, survey and case studies. This was intended to help improve the validity of results and also allow for complementarity in the data in the data collection for the purposes of attaining high levels of completeness. The study also utilizes in parallel both qualitative and quantitative data collection and analysis techniques.

Qualitative approach was used as a way of obtaining in-depth information from the purposively selected CEOs. Qualitative research is concerned with qualitative phenomenon relating to or involving quality. A qualitative research approach is suited to entrepreneurial leadership development research at a paradigmatic and methodological level. According to Hindle (2004), there has been an explosion of qualitative research in the social sciences but still limited in entrepreneurship research. This sentiment can also be related to entrepreneurial leadership which is an emerging area of research. Qualitative research emphasizes interpretive perspectives where the research can borrow from different disciplines. Entrepreneurial leadership development is a dynamic process and requires an interpretive inquiry to reveal the depth in such a process.

8.4.3 Contribution to Family Business Research

The study has made significant contribution to the family business research. We found that family is a major agency in entrepreneurial leadership development. Family is therefore influential in shaping and fanning entrepreneurial leadership competencies. It forms the pillars and foundational orientation towards entrepreneurship. In addition, the family facilitates intergenerational business knowledge transfer, is instrumental towards social capital and security, cushion entrepreneurs from various entrepreneurial challenges and setbacks and provide platforms for mentorship and coaching.

8.5 Recommendations

We conclude this work with a call for scholars and experts in the area of entrepreneurship to continuously re-examine the leadership competencies required for success in the dynamic, complex and uncertain competitive business landscape. This will help to update the key competencies in tandem with the emerging challenges and therefore effectively

guide the process of entrepreneurial leadership development especially in regard to necessary competencies to be nurtured and the methods and strategies to achieve that.

Without doubt, we have entered a new era characterized by new conditions that create new requirements for effective entrepreneurial leadership. Entrepreneurial leadership is strongly linked to firm performance. As such, additional research should be done on entrepreneurial leadership paradigm. Among several, a particularly interesting area of enquiry includes examining the emerging business challenges and the requisite competencies needed to navigate them. Another area is how development of entrepreneurial leadership competencies can be firmly integrated in our education system, both formally and informally. Another area of enquiry is to look at what competencies can be developed by which actors in order to tap on the available opportunities.

It is clear that most of the entrepreneurial leadership development strategies are self-driven. CEOs should therefore endeavour to identify their capabilities' gaps and proactively engage in a process to nurture and harness the necessary competencies. CEOs should also engage in business environment surveillance and intelligence gathering in order to prepare for change through conscious and deliberate process of harnessing their capabilities to handle the anticipated disruptions.

The government and other development agencies should come up with new research-based programmes to develop and nurture entrepreneurial leadership competencies in order to create a national entrepreneurial culture necessary for creating successful entrepreneurs in this competitive and changing business environment.

8.6 Areas for Further Research

Entrepreneurial leadership capabilities enable a CEO of a firm to move it from ad-hoc opportunity identification and exploitation, through developing a systematic and routine-based process for promoting the sustainable growth of the venture. We note, however, that there is lack of research addressing the micro-process question of "how" entrepreneurial leaders or organizations can enable and tap on dynamic entrepreneurial competencies in order to improve the organization's ability to perform optimally. Furthermore, existing empirical research including our research, has focused on larger

more established organizations, with few studies explicitly focused on entrepreneurial leadership development in Micro and Small Enterprises (MSEs). In addition, very little is known about how entrepreneurial leadership competencies emerge and grow among entrepreneurs in embryonic ventures. Most importantly, we know very little about the contingencies that allow some new CEOs to learn, and build dynamic capabilities at a faster rate than others. We therefore recommend these areas for further research.

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Appendices

Appendix 1: Entrepreneurial Leadership Competencies
Experts' Survey Questionnaire – Round I

This questionnaire is meant to collect information to answer the question, "*What are the key entrepreneurial leadership competencies required for CEOs of Mid-sized companies operating in Kenya?* I assure you that the responses that you give will be treated with strict confidentiality and only used for analytical purposes of this study and at no instance will your name be mentioned in this research.

Instructions

You are probably aware of entrepreneurs who are exceptionally skilled at motivating, influencing, and enabling others to contribute to the success of an enterprise. We might call such people "entrepreneurial leaders."

Below are several competencies (behaviours, characteristics/attributes and skills) that can be used to describe outstanding entrepreneurial leaders. Each competency is accompanied by a short definition to clarify its meaning.

Using the above description of leaders as a guide, please rate the competencies on the following pages and indicate the method(s) that is most applicable in developing the specific competency.

Competencies Scale	Methods of Competencies Development
1 - **greatly inhibits** a person from being an entrepreneurial leader	1. Formal education
2 - **somewhat inhibits** a person from being an entrepreneurial leader	2. Coaching 3. Mentoring
3 - **slightly inhibits** a person from being an entrepreneurial leader	4. Action learning 5. 360-degree feedback 6. Observational learning
4 - **has no impact** on whether a person is an	7. Executive lecture/seminar

entrepreneurial leader			8. Case study/success stories	
5 - **contributes slightly** to a person being an entrepreneurial leader			9. Job Rotation	
6 - **contributes somewhat** to a person being an entrepreneurial leader			10. Entrepreneurial leader self-development (Self management and self assessment and self influence	
7 - **contributes greatly** to a person being an entrepreneurial leader			11. Any other (specify)	

	Competencies	**Description of the competencies**	**Competencies Rating (1 – 7)**	**Method of development (Indicate all that applies)**
	Diplomatic	Skilled at interpersonal relations, tactful		
	Positive	Generally optimistic and confident		
	Improvement-oriented	Seeks continuous performance improvement		
	Inspirational	Inspires emotions, beliefs, values, and behaviours of others, inspires others to be motivated to work hard		
	Integrator	Integrates people into cohesive, working whole ; foster group cooperation and teamwork		
	Encouraging	Gives courage, confidence or hope through reassuring and advising		
	Enthusiastic	Demonstrates and imparts strong positive emotions for work		

	Intellectually stimulating	Encourages others to think and use their minds, think differently; challenges beliefs, stereotypes and attitudes of others; looking at old problems in new ways;		
	Decisive	Makes decisions firmly and quickly		
	Informed	Knowledgeable; aware of information		
	Effective bargainer	Is able to negotiate effectively, able to make transactions with others on favorable terms		
	Foresight	Anticipates possible future events		
	Intuitive	Has extra insight		
	Convincing	Unusually able to persuade others of his/her viewpoint		
	Confidence builder	Instills others with confidence by showing confidence in them		
	Ambitious and Performance-oriented	Sets high performance goals and articulating high performance expectations, expecting top performance		
	Identifying and articulating a vision	Looking for new opportunities; projecting a vision for the future; knowing the direction that will be taken; being inspiring and get others behind		

		the vision		
	Internal Locus of control	Believe that events in his or her life derive primarily from his or her r own actions		
	Independent	Personal drive		
	Risk taking	Willingness to absorb uncertainty and take the burden of responsibility in future		
	Innovativeness	Ability and tendency to think creatively, develop novel and useful ideas in entrepreneurial opportunity recognition, resource utilization and problem solving		
	Proactiveness	Ability to anticipate future problems, necessity for change and progress; aggressive competitive behaviour directed at rival firms and the organizational pursuit of favourable business opportunities		
	Global mindset	Sensitiveness to cultural differences, culturally adventurous, flexible; global perspectives		
	Ethics and integrity	Leader's moral character, his concern for others, and congruence of ethical values with action; credibility and trustworthiness		

	Tolerance of ambiguity	Ability to perceive ambiguity in information and behaviour in a neutral and open way; planning and executing appropriate actions in light of limited information		
	Providing an appropriate model	Setting an example, leading by doing (rather than telling) being a good role model		
	Providing individualized support	Consider others' feelings, respecting others, being thoughtful about others		
	Emotional intelligence	Ability to connect effectively with people.		
	Cognitive ability	Brain-based skills needed to carry out any task. They have more to do with the mechanisms of how we learn, remember, problem-solve, and pay attention rather than with any actual knowledge		
	Personal Mastery	Journey towards continuous improvement guided by key principles like vision, personal purpose, creative tension, commitment to truth and understanding the subconscious mind.		

Any other comment

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Appendix 2: Experts' Survey Questionnaire – Round II

Name of the Participant...Contact...

Introduction

As you already know, my name is Samuel Ngigi, a PhD student at the Institute for Development Studies, University of Nairobi. I wish to thank you very much for participating in Round I of my Experts Survey. Welcome to the Round II of the same Survey. The survey is meant to develop an understanding on the questions, *"What are the key entrepreneurial leadership competencies and what are the methods and strategies used to develop these entrepreneurial leadership competencies among the CEOs of successful mid-sized companies in Kenya?* The questions are part of a wider PhD research that I am undertaking.

Kindly go through the findings of Round I. You were among 19 experts who participated in Round I. The same experts are participating in Round II for the purpose of developing some consensus. The findings are summarised to show how you and your fellow experts rated entrepreneurial leadership competencies and attendant methods and strategies of development. The new questionnaire presents a list of top 20 competencies that were rated highly in terms of their contribution to optimal entrepreneurial performance. Please rate the competencies and indicate the most appropriate methods and strategies used to develop these competencies.

Instructions

You are aware of entrepreneurs who are exceptionally skilled at motivating, influencing, and enabling others to contribute to the success of an enterprise. Such people are called "entrepreneurial leaders."

Below are top 20 competencies (behaviours, characteristics/attributes and skills) as rated in Round I, which can be used to describe outstanding entrepreneurial leaders. Each competency is accompanied by a short definition to clarify its meaning.

Using the above description of leaders as a guide and the findings of Round I, please rate the competencies on the following pages and indicate the method(s) that is most applicable in developing the specific competencies.

Competencies Scale	Methods of Competencies Development
1 - **greatly inhibits** a person from being an entrepreneurial leader	1. Formal education - classroom-type leadership training
2 - **somewhat inhibits** a person from being an entrepreneurial leader	2. Coaching - practical, goal-focused forms of one-on-one learning and behavioural change intended to develop specific leadership competencies
3 - **slightly inhibits** a person from being an entrepreneurial leader	3. Mentoring - entails the transfer of wisdom, knowledge and thoughts from a mentor to the mentee.
4 - **has no impact** on whether a person is an entrepreneurial leader	4. Action learning - a set of organization development practices where real problems, challenges or assignments in an organization are tackled with an aim of delivering measurable organizational results, communicating learning's specific to a particular context and developing more general leadership skills and capabilities
5 - **contributes slightly** to a person being an entrepreneurial leader	
6 - **contributes somewhat** to a person being an entrepreneurial leader	5. 360-degree feedback - a method of systematically collecting perceptions of an individual's performance and leadership competencies from the entire circle of relevant view points
7 - **contributes greatly** to a person being an entrepreneurial leader	6. Observational learning -
	7. Executive lecture/seminar
	8. Case study/success stories
	9. Job Rotation
	10. Entrepreneurial leader self-development - Self management, self-assessment and self-influence
	11. Any other (specify)

	Competencies	Description of the competencies	Competencies Rating (1 – 7)	Method of competencies development (Indicate all that applies 1 - 11)
1	Innovativeness	Ability and tendency to think creatively, develop novel and useful ideas in entrepreneurial opportunity recognition, resource utilization and problem solving		
2	Proactiveness	Ability to anticipate future problems, necessity for change and progress; aggressive competitive behaviour directed at rival firms and the organizational pursuit of favourable business opportunities		
3	Risk taking	Willingness to absorb uncertainty and take the burden of responsibility in future		
4	Positive/ Enthusiastic	Generally optimistic and confident; demonstrates and imparts strong positive emotions for work		

5	Identifying and articulating a vision/ Convincing	Looking for new opportunities; projecting a vision; provide directions; inspiring others behind the vision; able to persuade others of his/her viewpoint		
6	Foresight	Anticipates possible future events		
7	Ethics and integrity	Leader's moral character, his concern for others, and congruence of ethical values with action; credibility and trustworthiness		
8	Ambitious and Performance-oriented	Sets high performance goals and articulating high performance expectations, expecting top performance		
9	Improvement-oriented	Seeks continuous performance improvement		
10	Informed	Knowledgeable; aware of information		
11	Decisive	Makes decisions firmly and quickly		
12	Adaptability and Flexibility	Handles day-to-day work challenges		

		confidently; Adjusts to multiple demands, shifting priorities, ambiguity, and rapid change; Shows resilience in the face of constraints, frustrations, or adversity		
13	Effective bargainer	Is able to negotiate effectively, able to make transactions with others on favorable terms		
14	Independent	Personal drive		
15	Intellectual Versatility	Recognizes, explores, and uses a broad range of ideas and practices; Thinks logically and creatively without undue influence from personal biases		
16	Organizational Savvy	Develops effective give-and-take relationships with others; Understands the agendas and perspectives of others; Recognizes and effectively balances the interests and needs of one's own group with those of the broader organization; Knows which battles to fight		

17	Intellectually stimulating	Encourages others to think and use their minds, think differently; challenges beliefs, stereotypes and attitudes of others; looking at old problems in new ways		
18	Emotional intelligence and Personal Mastery	Ability to connect effectively with people; continuous improvement guided by key principles like vision, personal purpose, creative tension, and understanding the subconscious mind.		
19	Diplomatic	Skilled at interpersonal relations, tactful		
20	Global mindset	Sensitiveness to cultural differences, culturally adventurous, flexible; global perspectives		

Any other comment

Appendix 3: CEO's Survey Questionnaire

Introduction

My name is Samuel Ngigi, a PhD student at the Institute for Development Studies, University of Nairobi. I am conducting a research on *'Development of Entrepreneurial Leadership Competencies: The Case of CEOs of Mid-Sized Kenyan Companies'*. You have been identified as a participant in this CEO's Survey, as a result of your firm being ranked among Top 100 Mid-sized companies in Kenya once or more times for the years 2008 to 2014.

I assure you that the responses that you give will be treated with strict confidentiality and only used for analytical purposes of this study and at no instance will your name be mentioned in this research.

Please tick and fill as appropriate

A. DEMOGRAPHIC INFORMATION

A1. Gender

   i.   Male   ( )
   ii. Female ( )

A2. Year of birth ……………

A3. Marital Status

   a. Single/never married □
   b. Currently married □
   c. Divorced □
   d. Separated □
   e. Widowed □

A4. Highest educational level attained

   a. Secondary and below □
   b. Post-secondary certificate □
   c. Post-secondary diploma □

d. Degree □

   e. Post-graduate diploma/degree □

Others (specify) _____

A5. Professional qualification (Tick all that applies)

   i.   Diploma   ( ) Specialization----------------------------------
   ii. Degree   ( ) Specialization----------------------------------
   iii. Masters   ( ) Specialization----------------------------------
   iv. PhD   ( ) Specialization----------------------------------
   v.   Others (Specify)_____

A6. Fields of interest_____

A7. Years of entrepreneurial experience

   i.   1-5 years ( )
   ii. 6-10 years ( )
   iii. 11-15 years ( )
   iv. 16-20 years ( )
   v.   21 and above ( )

A8. Kindly provide the following information about your company:

a) A1	Name of the company (optional)	
b) A2	Year of establishment	
c) A3	Nature of ownership	A. Sole Proprietorship ( ) B. Partnership ( ) C. Private Ltd Company ( ) D. Public Ltd Company ( ) E. Other, specify:……………………..
d) A5	Specific location (HQ)	
e) A6	Country(s) of operation	
f)	What are the main activities that your firm engages in?	
g) A7	Other business interests/Firms owned	A. B. C.

B. ENTREPRENEURSHIP INFORMATION

B1.How important were the following reasons to you in becoming an entrepreneur?
(Use a likert scale of 1-5 where 1 = Very important; 2= Important; 3= Nt sure; 4=
Less Important and 5 = least important)

	Reasons of becoming an entrepreneur	
1	I was encouraged by family or close friends	
2	I wanted to be my own boss	
3	I wanted to be making decisions that are crucial to the business success	
4	I wanted to make money for myself rather than for someone else	
5	I wanted to participate in every aspect of running a business	
6	I wanted to learn and gain experience in a variety of disciplines	
7	In order to work directly with my customers	
8	I wanted to have the personal satisfaction of creating and running a successful business	
9	I wanted to be able to work in a field that I really enjoy	
10	I wanted to build retirement value	
11	I was forced due unemployment	

B2. What are the rewards you get for being an entrepreneur? *(Tick all that apply)*

	Rewards for being an entrepreneur	**Yes**	**No**
1	Freedom to work		
2	Satisfaction of being own boss		
3	Power to do things as I like		
4	Rewards of ownership and retirement assurance		
5	Respect of family and friends		

B3. What are the challenges you go through as an entrepreneur? *(Tick all that apply)*

	Challenges for being an entrepreneur	Yes	No
1	Constraints of financiers, laborers, customers, suppliers, and debtors curtail that freedom		
2	Frustration due to limited capital and other resources		
3	Social and family life is affected due to hard long hours of working		
4	Frustration due to non-achievement of entrepreneurial objectives		
5	Risk of failure		

B4. Do you perform the following entrepreneurial functions in your firm?

	Entrepreneurial functions	Yes	No
1	**Risk-bearing function** (assuming all possible risks of business which emerges and minimize)		
2	**Organizational Function (**coordination, organisation and supervision)		
3	**Innovative Function (**innovate new products, services, ideas and information for the enterprise growth)		
4	**Managerial Function** (planning, organising, co-ordinating, staffing, directing, motivating and controlling in the enterprise)		
5	**Decision Making Function** in various fields of the business enterprise		
6	**Idea generation** through vision, insight,		

	keen observation, education, experience and exposure		
7	**Business environment intelligence:** Scanning of business environment and market survey		
8	**Determining form of enterprise** and ownership right depending upon the nature of the product, volume of investment		
9	**Raising funds** from internal source as well as external source		
10	**Procurement of machines and materials**		
11	**Market research of** the demand for the product, size of the market/customers, the supply of the product, competition, the price of the product etc		
12	**Entrepreneurial project implementation**		
13	**Scanning** the internal and external environment to inform vision and strategy		

B5. What are the factors that you can link to your success in business? *(Tick all that applies}*

	Factors leading to success	**Tick**
1	Focus and determination to succeed	
2	Hard work	
3	Good mentors and coaches	
4	International experience	
5	Academic qualifications	
6	Work experience	
7	Intergenerational business knowledge transfer	

B6. What leadership skills do you require as an entrepreneur? *Tick all that applies*

	Leadership Skills	**Tick**
1	Cognitive ability – both intellectual and mental agility	
2	Strategic thinking especially in regard to global competition	
3	Analytical thinking (ability to sort through diverse sources of information)	
4	The ability to make sound decisions in an environment of ambiguity and uncertainty	
5	Personal and organizational communication skills	
6	The ability to manage in an environment of diversity – managing people from different cultures, gender, generations, nationalities etc	
7	The ability to be influential and persuasive with different publics	
8	The ability to delegate effectively	
9	The ability to identify, attract, develop and retain talented people	
10	The ability to learn from experience	

C. ENTREPRENEURIAL LEADERSHIP COMPETENCIES

C1. To what extent are the following competencies important for an entrepreneurial leader in Kenya?

(Use a likert scale of 1-5 where 1 = Very important; 2= Important; 3= Somehow important; 4= Less Important and 5 = least important)

	Competencies	Rating
1	Innovativeness	
2	Proactiveness	
3	Risk taking	
4	Positive/ Enthusiastic	
5	Identifying and articulating a vision/ Convincing	
6	Foresight	
7	Ethics and integrity	
8	Ambitious and Performance-oriented	
9	Improvement-oriented	
10	Informed	
11	Decisive	
12	Adaptability and Flexibility	
13	Effective bargainer	
14	Independent	
15	Intellectual Versatility	

16	Organizational Savvy	
17	Intellectually stimulating	
18	Emotional intelligence and Personal Mastery	
19	Diplomatic	
20	Global mindset	

C2. To what degree do you possess the following entrepreneurial leadership competencies?

(Use a likert scale of 1-5 where 1 = Very high; 2= High; 3= Not Sure; 4= Low and 5 = Very Low)

	Competencies	1	2	3	4	5
1.	Innovativeness					
2.	Decisive					
3.	Positive/Enthusiastic					
4.	Pro-activeness					
5.	Risk Taking					
6.	Ambitious and Performance Oriented					
7.	Informed					
8.	Ethics and Integrity					
9.	Improvement Oriented					
10.	EI and Personal Mastery					

11.	Adaptability and flexibility					
12.	Identifying and Articulating a Vision/convincing					
13.	Foresight					
14.	Intellectual Versatility					
15.	Effective Bargainer					
16.	Independent					
17.	Organizational Savvy					
18.	Diplomatic					
19.	Intellectually Stimulating					
20.	Global Mindset					

D. DEVELOPMENT OF ENTREPRENEURIAL LEADERSHIP COMPETENCIES

D1. Do you consider yourself as a successful entrepreneurial leader?

Yes	No

Explain…………………………………………………………………………………

………………………………………………………………………………………

D2. To what extent do you agree that your entrepreneurial leadership competencies have been nurtured and developed? *(Tick where appropriate)*

Strongly agree	Agree	Not sure	Disagree	Strongly disagree

Explain…………………………………………………………………………………

……………………………………………………………………………………

D3.To what extent have your entrepreneurial leadership competencies been nurtured and developed through the following processes and strategies? *(Tick where appropriate)*

	Methods of Development	Very much	Much	Not sure	Not much	Not at all
1	Formal education					
2	Mentoring					
3	Coaching					
4	Action/experiential learning					
5	Observational learning					
6	Entrepreneurial leadership self-development					
7	Executive lecture/seminar					
8	Case study/success stories					
9	Job Rotation					
10	360-degree feedback					
11	Intergenerational knowledge transfer					

12	Executive leadership development programs					
Other methods						

D4. To what extent do you agree with the following statements?

(Use a likert scale of 1-5 where 1 = Strongly agree; 2= Agree; 3= Not sure; 4= Disagree and 5 = Strongly Disagree)

	Statements	Rating
1	Entrepreneurs learn from their experiences	
2	Entrepreneurs starting new business attribute their success to mistakes they made earlier	
3	Entrepreneurs are typically more successful with each venture they undertake	
4	People who close a business start another one and have a greater chance of survival than novice entrepreneurs who are starting for the first time	
5	Entrepreneurs learn more from failures than from success	
6	Entrepreneurs learn from observation	
7	Entrepreneurs learn from the experience of others	
8	Some entrepreneurs engage in entrepreneurial trial and error	
9	Entrepreneurs learn from taking and discussing common issues with other	

	entrepreneurs (peer learning)	
10	Through peer learning, the experience of one entrepreneur can become a resource that can be leveraged by others	
11	Entrepreneurs are not all born entrepreneurial	
12	Entrepreneurial learning sources include national, social and cultural influences, the prevailing legal and economic environment and available formal educational opportunities	

D5. How did you develop your entrepreneurial knowledge? *Tick all that applies*

	Ways of developing knowledge	**Tick**
1	Action learning (experience of trying things out)	
2	Peer learning	
3	Learning by observing other entrepreneurs	
4	Working in entrepreneurial enterprises	
Other ways		
5		
6		
7		
8		

D6. Does your level of formal education affect your leadership performance?

Yes ( )

No ( )

Explain…………………………………………………………………………………………

……

………………………………

D7. Is there a relationship between the amount of education you have had and your leadership position in your firm?

Yes ( )

No ( )

Explain………………………………………………………………………………………

……

D8. To what extent do you agree with the following statements? (Use a likert scale of 1-5 where 1 = Strongly agree; 2= Agree; 3= Not sure; 4= Disagree and 5 = Strongly Disagree)

	Statements	Rating
1	Many times in life I have been taught useful skills by more informed significant family member(s) and/or friend(s)	
2	I would not be successful if I didn't have a mentor to give me a helping hand	
3	I enjoy having a mentor	
4	Experienced entrepreneurs should be willing to show the entrepreneurial ropes to less experienced ones	
5	I am a good model to other entrepreneurs (upcoming and peers)	
6	I mentor others	
7	At least one of my family members has been an inspirational force in my life	

8	At least one of my close friends has been an inspirational force in my life	
9	At least one of my teachers/lecturers has been an inspirational force in my life	
10	I am willing to help others by sharing my ideas and experience with them	

D9. What is the nature of mentorship that you have gone through?

	Nature of Mentorship	Tick
1	Formal mentorship	
2	Informal Mentorship	
3	Shadowing (directly observing the work activities of the mentor by following the person around for a stated period of time)	

D10. Have you been involved in a process of being equipped with tools, knowledge and opportunities you need, to be more successful through coaching?

    Yes ( )

    No ( )

D11. How was the coaching done? *Tick where appropriate*

    Formally   ( )

    Informally ( )

D12. What were the most useful factors in the coaching you received? *Tick all that applies*

	Useful factors	Tick
1	Handling organizational politics	
2	Advice on handling situations	
3	Clear, direct feedback	

4	Understanding organizational objectives	
5	A new perspective	
6	General encouragement	

D13. In your view, to what extent did the coaching you went through involve the following?

(Use a likert scale of 1-5 where 1 = Very Much; 2= Much; 3= Not sure; 4= Not much and 5 = Not at all)

	Statements	**Rating**
1	You completed tests for personality, intelligence, interests and value, 360-degree feedback instruments	
2	The coach assessed to get a clear picture of your leadership developmental needs	
3	You met the coach regularly to review the results and to work on building skills and practicing target behaviours	
4	Your coach provided immediate feedback	
5	There was emphasis on your values, identification of discrepancies between your espoused values and your actual behaviour and devising strategies to better align your behaviour with your values	

D14. What are some of the critical lessons that you have learnt from formal coaching? *Tick all that applies.*

(Use a likert scale of 1-5 where 1 = Strongly agree; 2= Agree; 3= Not sure; 4= Disagree and 5 = Strongly Disagree)

	Critical coaching lessons	1	2	3	4	5
1	The person being coached must want to change					
2	Assessments during coaching are important					
3	Some behaviours cannot change					
4	There is no substitute for accountability					
5	Practice and persistence is critical					

D15. Have you engaged in entrepreneurial leadership self-development activities?

Yes ( )

No ( )

D16. If yes to D18 above, which aspects of your life did you improve/develop?

	Aspects developed	Tick
1	Self-awareness (insightfully processing feedback about yourself to improve your effectiveness)	
2	Self-discipline (mobilizing your effort and energy to stay focused on attaining your important goals)	
3	Self-management	
4	Self-assessment	
5	Self-influence	
6	Social skills development	

D17. Have you tried to develop the following leadership skills through self-development approach?

	Leadership Skills	Yes	No
1	Aware of one's values, attitudes, motivations, emotions, and passions		
2	Ability to be open to candid feedback and new perspectives		
3	Ability to appreciate the need for continuous learning		
4	Ability to assess one's strengths and weaknesses		
5	Ability to be reflective and introspective		
6	Being accountable		
7	Being flexible and adaptable		
8	Being result-oriented		
9	Understanding the importance of setting challenging goals		
10	Ability to handle multiple demands, shifting priorities, and rapid changes		
11	Ability to keep emotions and impulses in check		
12	Ability to maintain standards of honesty, integrity, and reliability		
13	Ability to make and maintain new friends		
14	Ability to acquire new interpersonal connections that foster trust and openness		
15	Ability to listen attentively to others		
16	Ability to acquire good communication skills and send clear messages		
17	Ability to demonstrate ethical behaviour based on moral principles and consistent action		
18	Ability to compromise, developing trust, and share power and information in a group or on a team in order to create group synergy in pursuing a common goal		
19	Ability to excite and inspire people's imagination, and to guide individuals and groups in a desired direction		
20	Ability to envision goals, to be creative, and to take calculated risks		
21	Ability to organize, budget, plan, assess, delegate, and give recognition, in order to achieve project or program outcomes		

22	Ability to understand and appreciate systems thinking		
23	Ability to understand the complex nature of (e.g., politics, environmental factors, and technology) organizations, communities, and environments		
24	Ability to understand and appreciate various cultures and gender differences		
25	Ability to contribute as a member in the community		
26	Ability to develop the capacity of others by modeling, coaching, and direct intervention		

D18. To what extent do you agree that you use the following self-development activities?

(Use a likert scale of 1-5 where 1 = Strongly agree; 2= Agree; 3= Not sure; 4= Disagree and 5 = Strongly Disagree)

	Self-development activities	1	2	3	4	5
1	Reading					
2	Taking online courses					
3	Doing brain workouts e.g. crosswords, sudoku					
4	Travelling to new places/countries to meet new people, have new emotions, knowledge and memories					
5	Creating – writing, singing, dancing					
6	Meditation/spending time alone					
7	Physical exercise – Yoga, martial arts, swimming, jogging, playing golf, going to gym					
8	Watching motivational and educational movies/TV programmes					
9	Self counseling					

D19. To what extent do you agree that self-development and self-help can bring about the following outcome?

(Use a likert scale of 1-5 where 1 = Strongly agree; 2= Agree; 3= Not sure; 4= Disagree and 5 = Strongly Disagree)

	Self-development outcomes	1	2	3	4	5
1	Improving self-awareness					
2	Improving self-knowledge					
3	Improving or learning new skills					
4	Becoming a self-leader					
5	Building or renewing identity/self-esteem					
6	Improving health					
7	Developing strengths or talents					
8	Enhancing lifestyle or the quality of life					
9	Identifying or improving potential					
10	Spiritual development					
11	Initiating a life of personal autonomy					
12	Defining and executing personal development plans					
13	Improving social abilities					

D20. Have you benefitted from any Entrepreneurial Leadership Development Programme(s)?

Yes ( )

No ( )

D21. If yes to D20 above, how did you benefit?

…………………………………………………………………………………………

…………………………………………………………………………………………

…………………………………………………………………………………………

D22. What was the main focus of the Entrepreneurial Leadership Development Programme(s)

(Tick appropriately)

	Focus of ELDP	Yes	No	Not Sure
1	Personal growth			
2	Strategy formulation			
3	Influence			
4	Motivation			
5	Persuasive communication			
6	Diversity management			

D23. What was the form of Entrepreneurial Leadership Development Programme(s)?

	Forms of ELDP	Yes	No	Not Sure
1	Outdoor and wilderness training			
2	Executive lectures			
3	Seminar and workshops			
4	Short leadership courses			
5	Corporate University/training programme			
6	Exchange programme			

D24. What approach (es) did Entrepreneurial Leadership Development Programme(s) that you attended take? *Tick all that applies*

	Types of ELDP	Yes	No	Not Sure
1	Feedback intensive programmes			
2	Skill-based programmes			
3	Conceptual knowledge programmes			
4	Personal growth programmes			
5	Socialization programmes			
6	Action-learning programmes			
7	Coaching and psychotherapy			

D25. To what extent have you gained the following skills through attending Entrepreneurial Leadership Development Programme(s)?

	Skills	Very Much	Much	Not sure	Not much	Not at all
1	Intrapersonal skills					
2	Interpersonal skills					
3	Leadership skills					
4	Entrepreneurial skills					

E. **INFLUENCE OF SOCIO-CULTURAL BACKGROUND ON ENTREPRENEURIAL LEADERSHIP DEVELOPMENT PROCESS AND CHOICE OF STRATEGY**

E1. In general what socio-cultural aspects influence process and choice of strategy of entrepreneurial leadership development for CEOs of mid-sized in Kenya?

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

E2. Do social groups and family influence entrepreneur leadership development?

Yes ( )   No ( )

Explain:

…………………………………………………………………………………………
…………………………………………………………………………………………

E3. Do cultural values and attitudes affect the process and strategy of developing entrepreneur leadership?

Yes ( )   No ( )

Explain:

…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………
…………………………………………………………………………………………

E4. Did your family in any way play a role in developing your entrepreneurial leadership skills?

Yes ( )   No ( )

Explain:

……

……

……

……………………………………………………………………………………………

E4. Do you think that social/cultural factors influence the development of entrepreneurial leadership competencies?

     Yes [ ]   No [ ]

E5. Do you think women are as capable as men in entrepreneurial leadership capabilities?

     Yes [ ]   No [ ]

E6. To what extent do cultural factors influence the entrepreneurial leadership competencies development?

          a. Very great extent   [ ]

          b. Great extent   [ ]

          c. Moderate extent   [ ]

          d. Low extent   [ ]

          e. Very low extent   [ ]

E7. In your community are women offered equal entrepreneurial leadership opportunities as men?

   Yes [ ]   No [ ]

E8. Please comment briefly on how entrepreneurs in Kenya are hindered by social/cultural factors in progression to top leadership

……

……

……

……

F. CONCLUSION

F1. Is there anything about entrepreneurial leadership that you would want to comment on as we conclude the interview?

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

…………………………………………………………………………………………………

Thank you.

Appendix 4: Case Studies' Interview Guide

Research Topic: Development of Entrepreneurial Leadership Competencies: The Case of CEOs of Mid-Sized Kenyan Companies

Introduction

My name is Samuel Ngigi, a PhD student at the Institute for Development Studies, University of Nairobi. I am conducting a research on *'Development of Entrepreneurial Leadership Competencies: The Case of CEOs of Mid-Sized Kenyan Companies'*. You have been purposively identified as a participant in this Case Study. You have been identified as a participant in this research because your firm was ranked among Top 100 Mid-sized companies in Kenya once or more times for the years 2008 to 2014. Also you participated in the earlier Survey that I administered and there are some areas of interest in regard to entrepreneurial leadership competencies development that emerged during that interview that I am interested in pursuing further.

I assure you that the responses that you give will be treated with strict confidentiality and only used for analytical purposes of this study and at no instance will your name be mentioned in reports generated out of this discussion.

Questions

1. **Entrepreneurial Journey**
   - Describe your entrepreneurial journey
   - What can you describe as the turning point/critical moments in your entrepreneurial journey?

2. **Entrepreneurial Leadership competencies**
   - What are the main entrepreneurial leadership competencies that you have nurtured and acquired overtime in your entrepreneurial journey?
   - How have these competencies helped you in your entrepreneurial pursuits?

3. **'Dark/negative side' of entrepreneurial leadership**

   These are destructive elements of entrepreneurial leadership which resides within the energetic drive of top performing entrepreneurs.

- Do you normally face the following risks in the process of your entrepreneurial pursuits - financial, career, family and social and psychic risks?
- If you do face these risks, how do you handle them?
- Entrepreneurial Stress: Entrepreneurship requires a substantial commitment of time and energy at the expense sometimes of family and social activities. Do you encounter entrepreneurial stress?
- If you do, what are the sources of your stress and how have you developed mechanisms to deal with it?
- Some successful entrepreneurs as a result of their fame due to recognition of their exemplary performance suffer from inflated ego. Has this ever been a problem to you?
  - ✓ overbearing need for control,
  - ✓ a sense of distrust,
  - ✓ overriding desire for success,
  - ✓ unrealistic optimism

  How do you deal with these entrepreneurial distractors?

4. **Socio-cultural Background and entrepreneurial leadership development**
   - How have the social groups you belong to influence your entrepreneur leadership development?
   - What role did your family play in developing your entrepreneurial leadership skills?
   - How did the cultural values and attitudes affect the process and strategy of developing your entrepreneurial leadership competencies?
   - According to your knowledge and experiences, are women as capable as men in entrepreneurial leadership capabilities? Explain?
   - In your community are women offered equal entrepreneurial leadership opportunities as men? Explain
   - How has the following affected your choice of entrepreneurial leadership development strategy:

      i.   Family relationships

     ii.   Diversity issues – gender, age, ethnicity, religion

   iii.   Attitudes about work

   iv.   Styles of entertainment

    v.   Attitudes toward health

- Please comment briefly on how entrepreneurs in Kenya are hindered by social/cultural factors in progression to top leadership.

5. **In your view, what are the factors affecting the success of entrepreneurial leadership development in Kenya?**

6. **Is there anything about entrepreneurial leadership that you would want to comment on as we conclude the interview?**

Thank you very much for your time and information.

END

Appendix 5: Kenya Top 100 Mid-Sized Companies (2008-2014): An Analysis of the Seven Year Rankings

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
1.	OPTIVEN ENTERPRISES Ltd	-	-	-	-	-	-	1
2.	VEHICLE AND EQUIPMENT LEASING Ltd	-	-	-	-	57	158	2
3.	SHADE SYSTEMS E.A Ltd	-	-	-	-	-	-	3
4.	NORTH STAR COOLING SYSTEMS Ltd	-				-	-	4
5.	LEAN ENERGY SOLUTIONS Ltd	-				-	1	5
6.	WOTECH KENYA LIMITED	-				-	13	6
7.	PHARMAKEN LIMITED	-				-	-	7
8.	SYNERMEDICA (KENYA) LIMITED	-				55	10	8
9.	NOVEL TECHNOLOGIES EA Ltd	-				-	33	9
10.	ASLAN ADVENTURE	-				-	-	10
11.	MEGA PACK K Ltd	-				-	-	11
12.	EAST AFRICAN CANVAS CO Ltd	-				64	2	12
13.	HAJAR SERVICES Ltd	-				-	-	13
14.	PEWIN CABS	**-**				-	32	14
15.	BTB INSURANCE	-				-	-	15
16.	BLUEKEY SOFTWARE SOLUTIONS (K) Ltd	-				-	-	16
17.	ARK CONStrUCTION	-				-	-	17
18.	DIGITAL CITY Ltd	-				-	3	18
19.	VIVEK INVESTMENTS Ltd	-				-	7	19
20.	WOODBRIDGE GROUP Ltd	-				-	-	20
21.	ONFON MEDIA Ltd	-				-	24	21
22.	LANOR HOLDINGS LIMITED	-				-	-	22
23.	ASL CREDIT	-				17	51	23
24.	SPRY ENGINEERING CO. Ltd	-				-	37	24
25.	PWANI CELLULAR SERVICES Ltd	-	91	83	-	73	-	25
26.	PINNACLE K TRAVEL	-				-	39	26

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	&SAFARIS							
27.	POWERPOINT SYSTEMS EA Ltd	96	-	-	-	6	8	27
28.	SPECICOM TECHNOLOGIES Ltd	37	63	54	-	47	70	28
29.	EXECUTIVE HEALTHCARE SOLUTIONS Ltd	-				-	-	29
30.	ALLWIN PACKAGING INTL Ltd	-				-	-	30
31.	AFRICA PRACTICE EA Ltd	-				-	-	31
32.	UPPERHILL EYE & LASER CENTRE	-				-	-	32
33.	CUBE MOVERS LIMITED	-				-	42	33
34.	MACHINES TECHNOLOGIES (2006) Ltd	-				-	-	34
35.	CHARLESTON TRAVEL LIMITED	53	64	28	28	25	23	35
36.	AFRICA BIOSYSTEMS LIMITED	-				-	-	36
37.	IMPAX BUSINESS SOLUTIONS	-				-	-	37
38.	KENYA BUS SERVICE MANAGEMENT Ltd	-				-	15	38
39.	ELITE TOOLS Ltd	-				-	25	39
40.	MIC GLOBAL RISKS INSURANCE BROKERS Ltd	-				-	-	40
41.	LANTECH (AFRICA) LIMITED	85	-	-	24	40	99	41
42.	SMART BRANDS LIMITED	-				-	-	42
43.	CARE CHEMISTS	-				-	90	43
44.	STITCH MASTERS Ltd	-				-	-	44
45.	ALEXANDER FORBES FINANCIAL SERVICES EA Ltd	15	37	-	-	-	21	45
46.	RONGAI WORKSHOP & trANSPORT Ltd	-	-	-	94	88	28	46
47.	COAST INDUStrIAL & SAFETY SUPPLIES	-				-	11	47

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
48.	ELDOHOSP PHARMACEUTICALS	-				-	-	48
49.	STILE GAS SUPPLIES Ltd	-				-	-	49
50.	MURANGA FORWARDERS LIMTED	-	-	-	20	20	16	50
51.	FURNITURE RAMA Ltd	-				-	-	51
52.	CONVENTIONAL CARGO CONVEYORS Ltd	-				-	-	52
53.	TOTAL OFFICE SOLUTIONS EA Ltd	-				-	-	53
54.	TYPOTECH IMAGING SYSTEMS	-				-	56	54
55.	UNIQUE OFFERS LIMITED	-				-	-	55
56.	DEVSONS INDUSTRIES Ltd	-				-	-	56
57.	GENERAL CARGO SERVICES Ltd	-				-	38	57
58.	JOGIAN INTERLINK LIMITED	-				-	-	58
59.	WAUMINI INSURANCE BROKERS	70	-	-	67	59	50	59
60.	PROFESSIONAL CLEAN CARE Ltd	-	-	-	89	-	-	60
61.	XRX TECHNOLOGIES LIMITED	-				23	46	61
62.	AMEX AUTO & INDUSTRIES HARDWARE Ltd	-				-	-	62
63.	SYNERMED PHARMACEUTICALS (K) Ltd					-	17	63
64.	NDUGU TRANSPORT COMPANY					-	-	64
65.	SECURITY WORLD TECHNOLOGY Ltd	-	-	13	-	32	-	65
66.	VINTAGE TRAVEL & TOURS SERVICES Ltd	-				-	-	66
67.	VINEP FORWARDERS LIMITED	-				-	-	67
68.	DUNE PACKAGING LIMITED	-				-	-	68

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
69.	RAVENZO TRADING LIMITED	-				-	-	69
70.	TRINITY PEtrOLEUM LIMITED	-				-	-	70
71.	SOFTWARE TECHNOLOGIES Ltd	-	97	8	6	28	-	71
72.	AVTECH SYSTEMS Ltd	-	-	62	40	11	14	72
73.	AAR CREDIT	-				-	-	73
74.	THIKA WAX WORKS Ltd	-				-	-	74
75.	EUROCON TILES PRODUCTION	-	-	-	97	-	26	75
76.	POLYGON LOGISTICS Ltd	-				-	-	76
77.	RUSHAB PEtrOLEUM LIMITED	-				-	-	77
78.	PRAFULCHANDRA & BROTHERS Ltd	-	-	90	92	-	-	78
79.	HEALTHY U 2000 Ltd	-				-	-	79
80.	SHEFFIELD STEEL SYSTEMS Ltd	-	94	97	29	74	59	80
81.	VIRO LOCKS Ltd	-				-	-	81
82.	SPECIALIZED ALUMINIUM RENOVATORS Ltd	-	-	-	72	33	41	82
83.	KENBRO INDUStrIES LIMITED	-	-	11	22	29	-	83
84.	NAIROBI ENTERPRISES Ltd	-				-	-	84
85.	OFFICE DYNAMICS LIMITED	-				-	-	85
86.	DE RUITER EAST AFRICA Ltd	-				92	88	86
87.	BROLLO KENYA Ltd	-	-	84	-	77	91	87
88.	MELVIN MARSH INTERNATIONAL Ltd	-				53	67	88
89.	SIGMA SUPPLIES Ltd	-	-	57	-	98	-	89
90.	SENSATIONS LIMITED	-				-	47	90
91.	SUPREME PHARMACY LIMITED	-				-	-	91
92.	ISOLUTIONS ASSOCIATES	-	15	36	-	62	12	92
93.	KURRENT TECHNOLOGIES Ltd	-				-	-	93

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
94.	TOTAL SOLUTIONS Ltd	-				65	44	94
95.	TRIDENT PLUMBERS Ltd	-				78	55	95
96.	PALBINA TRAVEL Ltd	-				-	49	96
97.	TABAKI FREIGHT SERVICES	-				-	-	97
98.	HOTEL WATERBUCK LIMITED	-				-	-	98
99.	XTREME ADVENTURES LIMITED	-				-	34	99
100.	SATGURU TRAVEL AND TOURS	-	-	15	10	8	93	100
101.	**EAST AFRICAN CANVAS CO. LTD**	-				64	2	-
102.	**PLENSER LTD**	-				-	4	-
103.	ALLWIN AGENCIES (K) LTD	-				-	5	-
104.	PROPACK KENYA LTD	-				-	6	-
105.	CONINX INDUSTRIES LTD.	**-**				14	9	-
106.	TISSUE KENYA LTD	-				-	18	-
107.	KENYA HIGHLAND SEED CO LTD	-				-	19	-
108.	FAMIAR GENERATING SYS LTD	-				-	20	-
109.	CHEMICALS & SCHOOL SUPPLIES LTD.	-	-	-	25	7	22	-
110.	ENDEVOUR AFRICA LIMITED					-	27	-
111.	R & R PLASTICS LTD	-	-	-	69	15	29	-
112.	CHIGWELL HOLDINGS LTD	-				-	30	-
113.	CLASSIC MOULDINGS LIMITED	-				-	31	-
114.	VINTAGE AFRICA LIMITED	-				-	35	-
115.	PUNJANI ELECTRICAL AND INDUSTRIAL HARDWARE LIMITED	-				48	36	-
116.	**PANESARS KENYA LIMITED**	-	-	-	73	38	40	-
117.	BROGIIBRO COMPANY LTD	-				-	43	

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
118.	TYREMASTERS LTD	-	-	92	-		45	
119.	EUREKA TECHNICAL SERVICES LTD	-					48	
120.	ZAVERCHAND PUNJA LIMITED	-	-	-	95		52	
121.	CANON CHEMICALS LTD	-					53	
122.	PACKAGING MANUFACTURERS(1976) LTD	-					54	
123.	KINPASH ENTERPRISES LTD	-					57	
124.	COMPLAST INDUSTRIES LTD	-				89	60	
125.	DUNE PACKAGING LIMITED	-				44	61	
126.	HEBATULLAH BROTHERS LIMITED	-	-	58	43	95	62	
127.	SPICE WORLD LIMITED	-	-	35	18	26	63	
128.	MUSEUM HILL WINES LTD	-					64	
129.	YOGI PLUMBERS LTD	-					65	
130.	VAJRA DRILL LTD	-	-	-	39		66	
131.	KANDIAFRESH PRODUCE SUPPLIERS LTD	-	35	-	62	18	68	
132.	FAYAZ BAKERS LTD	-					69	
133.	MOMBASA CANVAS LTD	-				63	71	
134.	SILVERBIRDTRAVEL PLUS LTD	-	-	56	48	58	72	
135.	IRON ART	-				-	73	
136.	RADAR LIMITED	-				9	74	
137.	MASTER POWER SYSTEMS	-	18	50	34	27	75	
138.	HARDWARE & WELDING SUPPLIES	-	-	-	80	61	76	
139.	MASTERS FABRICATORS LTD	-					77	
140.	SOFTWARE TECHNOLOGIES LTD	-					78	
141.	HERITAGE FOODS KENYA LTD	-					79	
142.	AFRICA TEA BROKERS LTD	-	-	-	46		80	

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
143.	RAEREX (EA) LIMITED	-					81	
144.	TRAVELSHOPPE COMPANY LTD	-					82	
145.	ORIENTAL GENERAL STORES LTD	-					83	
146.	CHUMA FABRICATORS LTD	-					84	
147.	STATPRINT LTD	-					85	
148.	SOLLATEK ELECTRONICS LTD	-					86	
149.	SMARTBRANDS LTD	-					87	
150.	KISIMA DRILLING (EA) LTD	-					89	
151.	CANON ALUMINIUM FABRICATORS LTD	-					92	
152.	KUNAL HARDWARE AND STEEL	-	-				94	
153.	DEEPA INDUSTRIES LIMITED	-	-				95	
154.	SKYLARK CREATIVE PRODUCTS LTD.	-					96	
155.	UNEEK FREIGHT SERVICES LTD	-					97	
156.	BBC AUTO SPARES LTD	-					98	
157.	POLYTANKS LIMITED	-					100	
158.	ATLAS PLUMBERS AND BUILDERS	-				1		
159.	TROPIKAL BRANDS AFRIKA	-				2		
160.	KEPPEL INVESTMENTS LTD	-				3		
161.	SHIAN TRAVEL	-				4		
162.	RUPRA CONSTRUCTION CO.	-				5		
163.	KENTONS LTD	-				10		
164.	SAI PHARMACEUTICALS LTD	-	-	99	47	12		
165.	KUNAL HARDWARE AND STEEL	-				13		
166.	CAPITAL COLOURS C . D LTD	-	48	81	58	16		
167.	FURNITURE ELEGANCE	-				19		

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	LTD							
168.	BBC AUTO SPARES LTD	-				21		
169.	DIGITAL DEN LTD					22		
170.	NAIROBI GARMENTS ENTERPRISE LTD	-				24		
171.	31 GANATRA PLANT & EQUIPMENT LTD	-	-	51	45	31		
172.	WINES OF THE WORLD LTD	-	90	76	78	34		
173.	VIRGIN TOURS LTD	-				35		
174.	ARAMEX KENYA LTD	-				36		
175.	CANON ALUMINIUM FAB LTD	-				37		
176.	WARREN ENTERPRISE LTD	-	41	-	49	41		
177.	AFRICA TEA BROKERS LTD	-				42		
178.	MERIDIAN HOLDINGS LTD	-				43		
179.	THE PHOENIX LTD					45		
180.	FAIRVIEW HOTEL LTD					46		
181.	BISELEX (K) LTD					49		
182.	VICTORIA FURNITURES LTD					50		
183.	51 GINA DIN CORPORATE COMM	-	44	17	53	51		
184.	AMAR HARDWARE LTD					52		
185.	LANOR INTERNATIONAL LTD					54		
186.	SAHAJANAND ENTERPRISES LTD	-	-	39	77	56		
187.	KENAPEN INDUSTRIES LTD					60		
188.	PRINT FAST (K) LTD					66		
189.	OPTIWARE COMMUNICATIONS LTD					67		
190.	DEEPA INDUSTRIES LTD	60	-	87	-	68		
191.	TRAVEL SHOPPE CO LTD					70		
192.	KEMA (E.A) LTD					71		
193.	AMAR DISTRIBUTORS LTD					72		
194.	GENERAL ALUMINIUM					75		

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
195.	CREATIVE EDGE LTD					76		
196.	PHYSICAL THERAPY SERVICES LTD					79		
197.	PRAFUL CHANDRA &BROTHERS LTD					80		
198.	DHARAMSHI LAKHAMSHI & CO / Dalco Kenya					81		
199.	MADHUPAPER KENYA LTD					82		
200.	UNION LOGISTICS LTD					83		
201.	OIL SEALS AND BEARING CENTRE LTD					84		
202.	SKYLARK CONSTRUCTION LTD					85		
203.	BIODEAL LABORATORIES LTD					86		
204.	WARREN CONCRETE LTD					87		
205.	KINPASH ENTERPRISES LTD	-	-	-	59	90		
206.	SIGHT AND SOUND COMPUTERS LTD					91		
207.	ACE AUTOCENTRE LTD					93		
208.	KENYA SUITCASE MFG LTD					94		
209.	MARKET POWER INT. LTD					96		
210.	NIVAS LTD					97		
211.	IMPALA GLASS INDUSTRIES LTD					99		
212.	EGGEN JOINEX LTD	-	-	38	85	100		
213.	JUNGLE MACS EPZ LTD	-	-	-	1			
214.	PENTAPHARM LTD	82	-	55	2			
215.	KEMA E A LTD	-	-	-	3			
216.	PG BISON KENYA LTD	-	-	-	4			
217.	MUKURWEINI WAKULIMA DAIRY	-	66	15	5			
218.	KENTONS LTD	-	55	46	7			
219.	SBO RESEARCH LTD	-	-	-	8			
220.	LEE CONSTRUCTION LTD	-	-	-	9			
221.	DAWA LTD	-	-	7	11			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
222.	TRANS BUSINESS MACHINES	-	84	49	12			
223.	UNES LTD	-	-	33	13			
224.	HEALTH CARE DIRECT	-	81	22	14			
225.	PRINT FAST LTD	-	-	-	15			
226.	GAP MARKETING LTD	-	4	9	16			
227.	RADAR LTD	-	67	-	17			
228.	VICTORIA FURNITURES LTD	100	82	24	19			
229.	INVESTEQ CAPITAL LTD	-	-	23	21			
230.	OASIS LTD	-	-	-	26			
231.	SEASONS RESTAURANTS & HOTELS LTD	97	73	-	27			
232.	SUNPOWER PRODUCTS LTD	-	-	-	30			
233.	BISELEX KENYA LTD	12	-	30	31			
234.	PLANNING INTERIORS LTD	-	-	-	32			
235.	FURNITURE INTERNATIONAL	38	-	61	33			
236.	BBC AUTO SPARES LIMITED	-	-	-	35			
237.	TRANSPORT & LIFTING SERVICES	-	-	-	36			
238.	GENERAL ALUMINIUM FAB LTD	-	-	32	37			
239.	COMPUTER PLANET LTD	-	-	3	38			
240.	TYREMASTERS LTD	-	-	-	41			
241.	COMPLAST INDUSTRIES LTD	-	-	-	42			
242.	OPTIWARE COMMUNICATIONS LIMITED	-	-	-	44			
243.	PELICAN SIGNS LTD	77	-	69	50			
244.	NAIROBI GARMENTS ENTERPRISES LIMITED	-	-	-	51			
245.	CHEMSERVE CLEANING SERVICES LIMITED	-	61	-	52			
246.	MADHUPAPER KENYA LTD	-	25	72	54			
247.	KEVIAN KENYA LTD	-	-	64	55			
248.	BIODEAL	-	-	77	56			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	LABORATORIES LTD							
249.	VIVA PRODUCTLINE LTD	-	28	42	57			
250.	FARAM EA LTD	-	17	-	60			
251.	THE PHOENIX LTD	65	58	48	61			
252.	DALCO KENYA LTD	-	-	-	63			
253.	UNION LOGISTICS LIMITED	-	-	93	64			
254.	CREATIVE EDGE LTD	-	57	66	65			
255.	MARKETPOWER INTERNATIONAL LTD	-	-	-	66			
256.	STOIC FLEET WATCH	-	-	-	68			
257.	EAST AFRICAN ELEVATOR COMPANY LTD	-	-	-	70			
258.	ALPINE COOLERS LTD	-	-	45	71			
259.	NATIONWIDE ELECTRICALS INDUSTRIES LTD	-	-	-	74			
260.	TOOLCRAFTS LIMITED	-	-	-	75			
261.	CIRCUIT BUSINESS SYSTEMS	-	68	79	76			
262.	AIRTOUCH COOLING SYSTEMS	-	-	-	79			
263.	HARDWARE AND WELDING SUPPLIES	-	-	-	80			
264.	LIMELIGHT CREATIONS LIMITED	-	-	-	81			
265.	AXEL ENGINEERING AND MANUFACTURING LTD	-	-	-	82			
266.	VIRGIN TOURS LTD	-	-	-	83			
267.	SKYLARK CREATIVE PRODUCTS LTD	-	33	26	84			
268.	DESBRO ENGINEERING LTD	-	36	-	86			
269.	TIGER BRANDS KENYA LTD	-	22	25	87			
270.	CATALYST TRAVELS LIMITED	-	-	-	88			
271.	PREMIER INDUSTRIES LTD	66	-	67	90			
272.	CHUMA FABRICATORS	-	-	-	91			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	LIMITED							
273.	PARAPET LIMTED	86	-	68	93			
274.	ZAVERCHAND PUNJA LTD	-	-	-	95			
275.	TRAVELSHOPPE COMPANY LTD	-	-	95	96			
276.	GLOBAL TRADE MARKET PLACE	-	-	-	98			
277.	RANGECHEM PHARMACEUTICALS LTD	-	-	53	99			
278.	VARSANI BRAKELINING LTD	-	-	-	100			
279.	PROFESSIONAL MARKETING SERVICES	22	-	1	-			
280.	DESIGN CORPORATE LTD	-	-	2	-			
281.	ULTIMATE ENGINEERING LTD	-	-	4	-			
282.	FLOORING & INTERIORS LTD	-	7	5	-			
283.	APEX COMMUNICATION LTD	-	-	6	-			
284.	SWIVEL MARKETING	-	-	10	-			
285.	DISTRIBUTED COMMUNICATION SYSTEMS LTD	-	24	12	-			
286.	STANTECH MOTORS LTD	-	11	14	-			
287.	BELL ATLANTIC COMMUNICATION	-	-	16	-			
288.	MANJI FOOD INDUSTRIES LTD	13	8	18	-			
289.	LOTA AUTOMOBILES LTD	-	53	20	-			
290.	POWER CONTROLS LTD		49	21	-			
291.	VITAFOAM PRODUCTS LTD	48	47	27	-			
292.	BRAND LIMITED	-	-	28	-			
293.	KAMILI PACKERS LIMITED	11	-	29	-			
294.	SARACEN MEDIA COMPANY	17	42	31	-			
295.	TONONOKA ROLLING	-	46	34	-			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	MILLS LTD							
296.	RELIABLE ELECTRICAL ENGINEERS(NRB) LTD	-	80	40	-			
297.	EXPRESS AUTOMATION LTD	-	-	41	-			
298.	LACHLAN KENYA LTD	-	-	43	-			
299.	MURINGA HOLDINGS LTD	-	23	47	-			
300.	OIL SEALS & BEARINGS LTD	-	-	52	-			
301.	IMPALA GLASS INDUSTRIES LTD	93	62	59	-			
302.	WARTSILA EAST AFRICA LTD	-	-	60	-			
303.	SAHAJANAND STORES LIMITED	-	-	63	-			
304.	SMART PRINTERS LTD	-	-	65	-			
305.	KENYA BUILDERS & CONCRETE CO LTD	-	-	70	-			
306.	SECUREX AGENCIES (K) LTD	50	60	71	-			
307.	KENYA SWEETS LTD	-	-	73	-			
308.	TRAVEL AFFAIRS LTD	-	100	74	-			
309.	PHILAFE ENGINEERING LTD	-	-	75	-			
310.	MICROSKILLS I.T (K) LTD	-	-	78	-			
311.	CROWN FOODS LTD	61	-	80	-			
312.	FAIRVIEW HOTEL	31	83	82	-			
313.	ONE WORLD COURIERS LIMITED	21	-	85	-			
314.	NIVAS LTD	-	-	86	-			
315.	KARNATAKA WATER PUMPS AFRI LTD	-	-	88	-			
316.	TRUFOODS LTD	-	6	89	-			
317.	VISH ELECTRIC LTD	-	-	91	-			
318.	ALPHA MEDICAL MANUFACTURES LTD	-	-	94	-			
319.	CONTINENTAL PRODUCTS	-	-	96	-			
320.	SUPERFOAM LTD	-	-	98	-			
321.	TRAVEL CARE LIMITED	-	89	100	-			
322.	MELLECH ENG. & CONS.	-	1	-	-			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
	LTD							
323.	TOP IMAGE (K) LTD	10	2	-	-			
324.	LINKSOFT TELECOMS NETWORKS LTD	14	3	-	-			
325.	OCEAN AGRICULTURE	59	5	-	-			
326.	CRAFT SILICON LTD	78	9	-	-			
327.	ELRIS COMMUNICATIONS	8	10	-	-			
328.	AFRICAN TOUCH SAFARIS LTD	-	12	-	-			
329.	ALPHA DAIRY PRODUCTS LTD	16	13	-	-			
330.	SOKO SWEETS LTD	25	14	-	-			
331.	HOGGERS LTD	-	16	-	-			
332.	EXPRESS COMPANY LTD	63	19	-	-			
333.	VAJAS MANUFACTURERS LTD	18	20	-	-			
334.	ULTIMATE ENGINEERING	-	21	-	-			
335.	STOIC COMPANY LTD	-	26	-	-			
336.	KENWEST CABLES LTD	-	27	-	-			
337.	NILA PHARMACEUTICAL LTD	-	29	-	-			
338.	FAST CHOICE LTD	29	30	-	-			
339.	INDENT LTD	-	31	-	-			
340.	ENGINEERING SUPPLIES 2001	58	32	-	-			
341.	GLACIER PRODUCTS LTD	-	34	-	-			
342.	INTERSAT AFRICA LTD	-	38	-	-			
343.	GENESIS KENYA INVESTMENT	34	40	-	-			
344.	MEDIAEDGE INTERACTIVE LTD	-	43	-	-			
345.	BAUS OPTICAL LTD	-	45	-	-			
346.	CECYPO LTD	84	50	-	-			
347.	KENYA BUILDERS & CONS. LTD	-	51	-	-			
348.	SIMBA TECHNOLOGY LTD	49	52	-	-			
349.	PRIME FUELS KENYA LTD	-	54	-	-			
350.	CARIBON LTD	-	56	-	-			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
351.	MENTOR HOLDINGS	-	59	-	-			
352.	CHANDARANA SUPERMARKETS	52	65	-	-			
353.	MASTER FABRICATORS LTD	-	69	-	-			
354.	RIFT VALLEY AGENCIES LTD	-	70	-	-			
355.	CAPITAL AIRTIME LTD	-	71	-	-			
356.	TECHBIZ LTD	2	72	-	-			
357.	HENKEL CHEMICALS E.A	87	74	-	-			
358.	MICROSKILLS I.T(K) LTD	-	75	-	-			
359.	PHARMART CHEMISTS	-	76	-	-			
360.	OIL SEALS AND BEARINGS CENTRE	36	77	-	-			
361.	KAPS LTD	-	78	-	-			
362.	SCHINDLER LTD	-	85	-	-			
363.	PRECIOUS INSURANCE BROKERS LTD	-	86	-	-			
364.	CHEMOQUIP LTD	7	87	-	-			
365.	MAKINI SCHOOL LTD	80	88	-	-			
366.	NIVAS LTD	-	92	-	-			
367.	RAMCO PRINTING WORKS LTD	-	93	-	-			
368.	BIMAS	-	95	-	-			
369.	ELECTRO WATTS LTD	-	96	-	-			
370.	WINAFRIQUE TECH	-	98	-	-			
371.	COMPUTECH LTD	-	99	-	-			
372.	CELLULANT (K) LTD	1	-	-	-			
373.	DIMENSION DATA	3	-	-	-			
374.	HASSCONSULT LTD	4	-	-	-			
375.	OVIDIAN ADVERTISING & DESIGN LTD	5	-	-	-			
376.	MAGNATE VENTURES	6	-	-	-			
377.	JETLINK EXPRESS LTD	19	-	-	-			
378.	DALBIT PETROLEUM LTD	20	-	-	-			
379.	UNITED ENGINEERING & SUPPLIES LTD	22	-	-	-			
380.	VINTAGE AFRICA LTD	24	-	-	-			
381.	HYPERMART LTD	26	-	-	-			
382.	INTERCONSUMER PRODUCTS LTD	27	-	-	-			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
383.	TELESOFT COMMUNICATION	28	-	-	-			
384.	NAIROBI JAVA HOUSE	30	-	-	-			
385.	SANDTON HOTEL	32	-	-	-			
386.	AYTON YOUNG AND RUBICAM	33	-	-	-			
387.	WANANCHI INDUSTRIES	35	-	-	-			
388.	FURNITURE PALACE INTERNATIONAL Ltd	38	-	-	-			
389.	COMPULYNX LTD	39	-	-	-			
390.	BOB MORGAN	40	-	-	-			
391.	EASY COACH LTD	41	-	-	-			
392.	TECHNOLOGY TODAY LTD	42	-	-	-			
393.	PRECIOUS INSURANCE BROKERS	43	-	-	-			
394.	AFRICA TOUCH SAFARIS	44	-	-	-			
395.	OAKAR SERVICES LTD	45	-	-	-			
396.	AV SYSTEMS LTD	46	-	-	-			
397.	ALPHA FINE FOODS LTD	47	-	-	-			
398.	BREAKFAST CEREAL COMPANY (K) LTD	51	-	-	-			
399.	KENCALL EPZ LTD	54	-	-	-			
400.	BORDER LINK AGENCIES	55	-	-	-			
401.	AGRO IRRIGATION & PUMP SERVICES LTD	56	-	-	-			
402.	RAMCO PRINTING WORKS LTD	57	-	-	-			
403.	BIA YETU AGENCIES LTD	62	-	-	-			
404.	SAHANNET LTD	64	-	-	-			
405.	TEXT BOOK CENTRE LTD	67	-	-	-			
406.	MITCHELL COTTS	68	-	-	-			
407.	ADOPT A LIGHT LTD	69		-	-			
408.	DEACONS (K) LTD	71	-	-	-			
409.	ITALBUILD IMPORTS LTD	72	-	-	-			
410.	BLOWPLAST LTD	73		-	-			
411.	NISHIT COMPANY LTD	74	-	-	-			
412.	LIBERTY AFRICA SAFARIS	75	-	-	-			
413.	CAPITAL REALTIME LTD	76	-	-	-			

S/NO	Company Name	2008	2009	2010	2011	2012	2013	2014
414.	FARMLANDS CO. LTD -	79	-	-	-			
415.	SOUTHERN CROSS SAFARIS	81	-	-	-			
416.	PRIME FUELS KENYA LTD	83	-	-	-			
417.	TRAVEL CARE LTD	88	-	-	-			
418.	BEDI INVESTMENT LTD	89	-	-	-			
419.	DUNE PACKAGING LTD	91	-	-	-			
420.	RADAR SECURITY	92	-	-	-			
421.	RESEARCH SOLUTIONS LTD	94	-	-	-			
422.	COM 21 LTD	95	-	-	-			
423.	BIO FOOD PRODUCTS LTD	98	-	-	-			
424.	TREDCOR KENYA LTD	99	-	-	-			

CASE STUDY I

Entrepreneurial journey

I never dreamt of ever becoming an entrepreneur, like every other Kenyan child my dream was that I will work hard in school and upon my graduation get a very good job. Actually when I graduated I spent most of my time reading newspapers just to check out which opportunities were available for me both in the government and blue chip companies. As an industrial chemist graduate I believed that indeed out there lied someone in the need of my skills. In the beginning I was very enthusiastic but days turned into months, months into years and with every passing day my hopes dwindled. Three years after my graduation the hope of ever getting a job was no more.

With the reality of not getting a job I started strategizing on my next move. After a lot of contemplation I decided that I would try out my skills in industrial chemistry to see if I could start manufacturing beauty products. I shared my new idea with my elder brother, a doctor, who had been supporting me all this time. He didn't seem enthusiastic about the idea. He even persuaded me to take up teaching in a local school as I waited for my fortunes to turn around. That was not what I ever wished, I therefore requested him to lend me Kshs. 20, 000 to start of my venture. Although he did not support my idea, he reluctantly gave me the money. I then rented a small double room in Rongai on the outskirts of Nairobi that would double up as my office and room. I bought chemicals worth Ksh.5, 000 and a few mixing containers. I would mix my chemicals to make beauty products such as hair shampoos and hair conditioners. I would then package the products in one litre jericans and distribute among the salons around Rongai. It was not an easy job to convince the beauticians to take up my products. Majority of them would ask for credit and would take long to repay me. However, because I was desperate I had to operate under their terms so as to get loyal customers and have my products out there.

I kept on trying my best but I suffered serious financial flows because most of the customers were defaulting or taking too long to repay me. After two years I almost gave up, but at this point one of my younger brothers who were very good in marketing

offered to join me. He injected in the business some capital, came up with a brand and vigorously marketed our products. Within six months our sale volumes had risen from approximately Kshs. 70, 000 a month to Kshs. 300, 000. We expanded our production team to about twenty employees. We also expanded our market area from Kajiado County to Nairobi, Nyeri, Thika, Nakuru, Machakos and Makueni. The real turn around came in 2010 when our products were displayed by Tuskys and Naivas Supermarkets country wide. It has not always been bliss but we pride ourselves in our customers who are our brand ambassadors. Today we have a fully fledged factory with a production, procurement, finance, human resource and marketing units. We have about 80 employees who carry on the vision of our company.

Entrepreneurial leadership competencies

While I have never gone to any school to acquire leadership competencies, I do appreciate the need for leadership in entrepreneurship so as to succeed. The environments within which we operate dictate that every now and then a decision has to be made or otherwise we will house in business. As this is concerned I have acquired various leadership competencies that have been a driving factor in our success. The main one have been

*Innovativeness:*Innovativeness has been a key driver to our success. The beauty industry is very diverse as such innovativeness is a key in improving our products to make them competitive in the market.

Ethics and integrity: Our company philosophy is that we will endeavour to uphold the highest level of integrity at all levels from procurement to marketing. I believe the key to success is honesty and being truthful. I therefore never over commit myself or use corrupt means to gain mileage over our competitors.

Organizational savvy: Over the years I have learnt that the best thing that can help an enterprise grow is let it have a life of its own. We have various departments with their own heads who lead them, I only supplement them. This has increased our performance as everyone feels that they are part of the company and they don't necessarily have to wait for me to make decisions.

Proactively involved:I am the first employee of this company and do take my position very seriously. I am always at the office at 6.00 a.m and I am always the last to leave apart from the production unit employees who have a night shift. I am an active member and I lead from the front so that I also inspire my employees.

Result based management: The success of our company lies in everyone being actively involved. I have adopted a result oriented management where everyone works towards achieving specific results management where everyone works towards achieving specific results and targets everyday. This has seen a tremendous turn around in our fortunes as everyone wants to achieve their target of the day. This is mainly done as a departmental team as we always promote team work at all times.

Dark/negative side of entrepreneurship leadership

Yes this has happened but although not frequent, it leaves one very disturbed. One of the darkest moments was in 2011 when I was called in the middle of the night that the production unit was on fire. The fire destroyed our newly acquired machines and a lot of raw materials worth about Kshs. 15, 000, 000. Being a start up such loses almost brought us to a halt, we had lost a lifetime investment and I feared our creditors would auction us.

During this period I suffered a lot of stress financially and psychologically. It was my responsibility to re-assure the employees that we were not going to close out due to the setback caused by the fire. This was not an easy task and it look roll on me as I tried to figure out a way forward. Fortunately we were insured and the insurance company accepted liability and repaid us but it took long.

Also the nature of our business is such that I spend long times either at the factory or on business trips. Therefore I have very little time with my family on a day to day basis especially with my children. To overcome this strain I ensure that I spend my Sundays with the family and have quality time with them. We also go on vacation together every school holiday for at least a week either abroad or locally.

The other stress that I face is the social stress as I have little time to meet with my friends and my extended family members. To overcome these challenges I ensure I am in constant communication with them especially over the phone. I also spare time to attend

social activities such as weddings, funerals and even birthday parties. This way I remain connected to my social groups despite the time constraints may face.

As the founder of this company it is obvious am deeply committed to its success. I am always thinking on how else we can increase our production or expand our market. I sometimes feel that actually I need to dictate every aspect of the company so as to achieve my desired success. Sometimes my ambitions are higher than what the company can realistically achieve.

To overcome this challenge I have formed a management team where each of the department is represented and we meet twice a week. During the meeting we set up our weekly target and at the end of the week we meet to review what we achieved. I have learnt the art of delegation in ensuring we achieve our targets although within the week I am constantly following up with the heads of departments. This makes my team have a sense of ownership and even in my absence the company still runs smoothly as everyone has a responsibility they are committed to.

Socio-cultural background & entrepreneurial leadership development

I am a strong believer that socialization plays a vital role towards forming the type of a person one becomes. I grew up in a poor-rural family and our parents were peasant farmers who struggled to make ends meet and take us to school. Despite this, they instilled in us discipline and the need to work hard. Even in the most difficult times such as when drought world strike and we would survive on one meal a day we were to remain resilient and have a smile on our faces. They also taught us on the need to respect other people irrespective of their socio-economic standings in the society. Our father had a philosophy that discipline, hard work, respect and fear of God were key to success of any individual. As such he ensured that we all had these virtues. This philosophy has been a key pillar in my success also and I also try to impact the same to all our employees. Like every morning at 8.00 am in all the departments we have a ten minute of Praise and Worship where we also pray together. This has been our culture since when I was alone to now when our team has tremendously grown. Respect for each other is a virtue we promote amongst our team and we do not condone any form of disrespect or humiliation.

I also have a close network of friends who are also entrepreneurs and industrialists like me that we have a social group where we offer support to each other. We meet twice a month and during our meetings which are largely inform we discuss various aspects of our businesses, successes and challenges. This has been very instrumental in shopping and developing my leadership skills as we adopt the best practices that others have used and shun the one with negative impact. The social group also organizes for talks and seminars where we invite distinguished speakers on various topical issues related to success of our businesses.

Also the community I come from is very entrepreneurial and this skill is passed on from one generation to the other. From a very early age I started learning basic skills search as keeping rabbits that I would sell every so often. This also contributed a lot in much in developing my culture of entrepreneurship. This has made me have prudent decisions especially on savings, investments and diversification as competencies in entrepreneurship leadership.

I believe that women are as capable as men in entrepreneurial leadership. With the expanded opportunity for education and the gains in gender empowerment, women today have an opportunity to effectively compete with men at all fronts including the entrepreneurial front unlike in the traditional set up where women is surrounded by various opportunities to excel. I also feel that the market perceives women more positively especially because of their attributes of honesty. For example financial institutions today are more willing to lend to women than men because of low default rate. Therefore, women have a window of opportunity to prosper as entrepreneurial leaders and those who have tried are very successful.

Although my community is largely patriarchal, I feel that it has offered an equal opportunity for women to prosper in entrepreneurial leadership unlike in the traditional set up where our people would leave their sons as their only heirs today more family businesses have been inherited by the women. Women are also perceived to be less extravagant and conservative on attribute that give them a niche as entrepreneurial leaders.

243

In some instances social-cultural factors are a hindrance to progression to top leadership in Kenya. Majority of Kenyans believe in white collar jobs (employment) and even when they become entrepreneurs they are always thinking that this isn't the best for them. Also most of the people are risk averse and fear feeling. This means that majority of the Kenyans entrepreneurs are not ready to venture into new ventures as they fear losing their investment.

Factors affecting success of entrepreneurial leadership development in Kenya

The main undoing for Kenya has been corruption which threatens almost all sectors of economy of our country. The market which is the key to success of any entrepreneurial venture is controlled by cartels that are always ready to stall one success.

CASE STUDY II

Entrepreneurial journey

After my college life I got a job in a valuation firm where my main responsibility was to carry out valuations on clients properly on behalf of the financial institutions. Because I was a graduate valuer and not registered my reports would be signed by the senior valuers for the final submission to the client. Being an ambitious person I felt that it was not enough for me to just sit at my desk and wait for assignments to be brought. I had a strong urge to pro-actively involve myself in marketing our services and acquaint myself with our main clients i.e. the banks. As such I made it my habit to always visit the various banks where the firm I was working in was listed as a service provider and ask for assignments. Within no time our business portfolio started growing and the firm which had only three graduate valuers and one principle valuer was in need of hiring more valuers for the need of meeting the rising demand.

It was while working here that the entrepreneurial urge also hit me. My thinking was that if I put similar effort in my own firm I would then make a lot out of my career while growing my company profile. However, everyone I shared my dream with dismissed it as unviable owing to my age and the little experience I had. One day while sharing my dream with a colleague who had just been registered as a valuer, he became interested and even proposed that he would be interested in becoming my partner. The following months we would meet and strategize on how to go about it and in January, 2009 we opened our doors as a valuation and properly management firm. But the critical moment in my entrepreneurial journey is when I decided to diversify and venture into an area I had very little knowledge about manufacturing. I had always wanted to be an industrialist and as soon as we set up the valuation firm I started doing a market research in plastic-containers manufacturing. The sector was dominated mainly by Kenyans of Indian origin, but I was determined to venture into it. I visited various countries seeking knowledge on what equipments I needed and finally while attending an expo in china I found a manufacture who sold the machines required at a fair price. I approached a local bank with my business proposal and they agreed to fund the capital intensive venture. In 2012 I

opened my industry and started manufacturing 5-litre and 1-litre jericans which I sell to various local packaging companies.

Entrepreneurial leadership competencies

I am very ambitious person and this has been my key to success as an entrepreneur. It is this self-drive that made me make the first step of leaving my comfort zone of employment and venture into self-employment. I normally do not contend with just doing enough instead I am always looking out for opportunities that are untapped and unexploited. As an entrepreneur I believe one should have a strong desire to prosper so as to also overcome the various obstacles along the way.

I also pride myself as a risk taker who is able to venture into business ideas even when am not very sure. I believe that every opportunity that is well natured has a huge potential of prosperity. Whenever I have venture into an investment it is not always driven by the profits am going to make. Instead I am driven by the fact that I will be offering a service or goods which have a potential of transforming the life of others. I also appreciate that even the investments that in the long run fail to take off are learning opportunities for me and others and shouldn't just be analyzed from the point of view that they made loses. It is this sense of risk taking that saw me venture into plastic manufacturing even though I knew that my competitors had been in the market for over a decade and controlled the market.

I am also very diplomatic and I use this in making negotiations with my suppliers, employees and clients also. The manufacturing industry is very dependent on raw materials which are always not available locally. Majority of the raw material suppliers insist that one has to order a certain quantity for them to ship for you out of my diplomatic skills I have been able to negotiate with them so that even when I do not meet the threshold they still send the raw material. I am also able to get good credit time period which allow me to move my stock before repaying. I also appreciate the role the employees play in the success of our business. I therefore hold regular meetings with them so that I can understand the challenges they are facing, I also maintain an open door policy where any of the employees is free to come and share with me.

246

Manufacturing is an innovation driven industry, as such I have been open to new innovations that enhance our business. Everyday new technologies that are more efficient & cost effective emerge in the market. I am always on the lookout, by attending various expos in Europe, Middle East and Asia where new technologies are show cased. I make a cost benefit analysis and in case it is positive I make plans to adopt it. This has helped us increase our productivity and also manage our production cost per unit. Also the product needs of clients keeps on changing as such we keep on innovating new products and diversifying so as to accommodate our clients' needs. This level of innovation has seen us gain loyalty from our clients who feel that we are always responding to their needs.

Dark/negative side of entrepreneurial leadership

Many people assume that because entrepreneurs are self-employed than they do not face challenges and difficult times. However, this is not always the case, an entrepreneur is faced with a number of challenges just like everyone else and in the process a number of risks socially economically and even career wise.

I have personally faced almost all the risks at one point or the other. Socially I have suffered both at the family level and at friend's level. When I ventured into manufacturing, it meant that I spent a lot of time nurturing my business so that I do not lose my investment and also I am able to repay the creditors. This took roll on my time and I had very little time with my family. I also did not have time to attend too many of my social activities. My life revolved mostly around the warehouse and on business trips getting home at mid-night and leave before down. With time however, I have learnt how to cope up with this challenge. I learnt the need to run my business professionally and hire professional persons to assist me. I created various departments with sectional heads and supervisors who file their reports with me on daily basis. The company has its own life and even in my absence it runs on smoothly. I now have more time to attend to my social needs. I have also adopted technology in communication and supervision also. This means that clients can now place their orders online and I can also monitor the company performance remotely.

The second greatest risk is financial. As stated earlier, manufacturing is a capital intensive undertaking and even its operation is also capital intensive. Credit in Kenya is very expensive and the conditions are dictated by the financial institutions on the other hand most of our clients need a credit window of up to 180 days. This has caused us a lot of financial risk especially in our formative year. To overcome this challenge we negotiated with our financial partners so that they could give us overdrafts on need arise basis. Internally we also increased our efficiency in production by running the production unit on a 24-hour basis. This way we were able to meet our demands and operate optimally at the same time.

Although I do not suffer from inflated ego I do face entrepreneurial distracters every day. These are mainly those who dismiss your idea as not viable and waste of time and resources. Ever since I started off on my entrepreneurial journey, I have devised a means of keeping at bay such distracters. One way is by never loosing focus of my goal, I ensure that whatever I set to do as far as it makes economical sense I do not give in to any distraction. I also ensure that the management team is involved in the decision making and all understand the decision taken. This ensures ownership and it also helps in consensus building within the realm.

Socio-cultural background and entrepreneurship development

I am a member of the Kenya association of manufacturers which has been instrumental in developing my entrepreneurial leadership skills. We meet quarterly and during our meetings we reflect on the opportunities and the challenges that we are facing. We also have seminars facilitated by external facilitators and touch on various aspects of entrepreneurial management. I always have an opportunity to put into practice the things I learn and apply them to my situation.

I also have a strong family which is very supportive in what I do. They understand my busy schedule and when am not able to find time to be with them they don't condemn me, they actually encourage me to carry on. They ensure I have peace of mind and that they do not distract me from achieving my goals. This provides me with a relaxed environment when I get home where I become a father, husband, son and brother devoid of my everyday rules.

I come from a community that is very entrepreneurial and we are socialized to multiply our wealth by ceasing opportunities that come our way. This has been key towards my success as am always able to take up opportunities even when I have little experience. Also, it means that I also have many friends who we grew up together who are doing various kinds of business and they form a network of my social support group.

On the issue of women, I believe that women are as capable as men in entrepreneurial leadership. The gains made by opening up education opportunities for women means that just like men, women have an almost equal opportunity to prosper as men. If you look around even in manufacturing, women have had tremendous success, sometimes even surpassing men. A good example is Tabitha Karanja of Keroche Brewers. She has been able to offer competition to multi-nationals such as EABL with much success.

In my community, women are given almost an equal opportunity to entrepreneurial leadership as men. Traditionally we were a patriarchal society but with the gains in education, women empowerment and the gains brought about by the new constitution, have given women a platform to thrive. Now more women are taking up leadership roles in enterprises and with a lot of success.

While making my choice of entrepreneurial leadership development strategy I have always been open to learn with little influence. However attitude towards work has been a key driver to me as I believe that attitude is a great contributor towards anyone's success. Religion also has played an integral part nurturing in me the character of patience and honesty as I carry out my duties. Like I said earlier my family interests are also central in the strategy I adopt as I have to always balance between work and social obligation.

The biggest hindrance to progression to top leadership is the assumption by many that others should lead and not them. The education system does not nurture leadership, it nurtures subordinates and that's why many Kenyans still find it hard to go into entrepreneurship instead choosing to be employed. Also there are few chances of mentorship that can identify young upcoming entrepreneurs to nurture their leadership skills.

Factors affecting the success of entrepreneurial leadership development in Kenya

Lack of clear formal guidelines in entrepreneurial leadership has a negative effect as those who aspire to be leaders have to learn along the way or informally.

Lack of government support in leadership development is also a hindering factor. The cost of doing business in Kenya is very high compared with other countries such as Ethiopia and Rwanda. Lack of this government support means that fewer people are able to start up enterprises that can nurture their leadership skills.

CASE STUDY III

Entrepreneurial Journey

I grew up in an entrepreneurial family and my family enterprises date back to about three generations. My great grandfather founded this enterprise in Mumbai, India. At that time he processed and packaged rice for the rural population of India. He would then come to east Africa as a rail worker and after retiring he opted to stay behind in Kenya as his colleagues returned to India. Like all other Indians he started a small shop in down town, Nairobi. He would later be joined by my great grandmother and her children whom he had left behind in India. My grandfather would then take up the shop business diversify it and expand to a wholesale mainly targeting the African population working in Nairobi. According to my grandfather sales were always high around festivities and end months as many of the consumers were paid monthly. This meant that there were times when the business was idle every other month.

It is this idle periods that prompted my grandfather to start thinking about diversifying his business. He started visiting various parts of the country to start for available opportunities. After his tours around the country he realized that there was a great potential in agriculture, he therefore choose to venture in food processing, value addition and packaging for the local market. He started packaging of rice from Kenya and Tanzania for the local market following into the footsteps of his father who did the same in India before moving to east Africa.

My father later on succeeded his father and continued with the rice processing enterprise. As I grew up I took keen interest in the business and during the school holidays, I would help out at the processing industry in packaging. As I grew older I developed keen interest in food processing and packaging. After my O-Levels as I was contemplating on my career choice, my father encouraged me to consider a career in food and beverage science. Ultimately I took up the challenge and pursued a degree in the same. In the meantime I would help my parents at their industry whenever I was home for holiday.

After my graduation I joined my parents at their small company to start off the quality assurance department. This presented me with a perfect opportunity to excel my career and also start my entrepreneurial journey. With my professional input we were able to grade our products for various market segments and also the idea of diversifying set in. I discussed with my parents who were now my partners on emerging business opportunities especially on horticultural products such as tomatoes, butternut, carrots, French beans amongst others. The main concern was that we were not into farming and as such we would not meet the requirements for the international market especially Europe and North America. I did a business survey on the potential of the business and at last found a way of guaranteeing quality requirements. We would contact farmers who would produce for our market needs and standards. This saw us venture into fully fledged company in food processing and packaging for the local and international market. It is the opportunity granted to me by my parents that became my turning point to thrive and succeed.

Entrepreneurial leadership and competencies

Proactive: I consider myself to be very proactive in everything I do. I do not just sit down and wait for direction; I move out and set the pace for the company. I check out for emerging opportunities and what our competitors are doing better than us. I do not just stop there, I device strategies that are cost effective with high returns that I invest in to ensure that we perform optimally and remain competitive in the market.

Innovative: The industry within which we operate is very dynamic and requires versatility to remain competitive in the market. To overcome this I invest a lot in innovation of new products that the market needs and also adopt new technologies that enhance productivity. I have come up with new products especially from our by-products that we previously were throwing away. This has made us operate optimally offering our farmers better prices and also avoiding wastage at production point.

Informed: In the dynamic and changing market, I appreciate the need to be informed at all times. I take a lot of time in studying relevant materials regarding my industry so that am well informed of new market frontiers. I positively take up the new information and

seek opportunities to try out the new lessons learnt. I also enrol in short courses every now and then where I also learn.

Adaptability and Flexibility: The nature of this industry is such that it's controlled by the producers (farmers) and demand (consumers). Demand is very high between September and April during winter in the Northern Hemisphere. Despite the high demand during this period, production is normally very low in East Africa during this period due to prolonged drought. To overcome this challenge of high demand during low supply, I have adopted a flexible mechanism that allows us to boost our farmers with irrigation equipments during the period. We also adapt by recruiting more farmers so that we do not disappoint the consumers. In case of oversupply we have adopted a technology that allows the excess produce to be reserved without losing its nutrition content. We also adopt other short term markets to take the excess produce we get so as to ensure farmers do not lose out on their investment.

Diplomatic: I am a strong believer of team work for the success of any entrepreneurial venture. I do not see myself as an end, instead I believe in consultative decision making at all levels. I hold managerial meetings every week and encourage team leaders to do the same with their team. This way we are able to forge team work and everyone is involved in the drive towards the vision. I also maintain an open door policy so that any of our staff members can approach me and confidently share with me their ideas.

Dark/negative side of entrepreneurial leadership

Like any other job, being an entrepreneurial leader there are challenges that come alongside. The major risks are financial and social risks.

Financial risk: The nature of my enterprise is such that it is capital intensive and in case of any risk we are bound to lose. When we contract farmers we invest in them, giving inputs necessary for them to produce the quality we desire. Sometimes there is drought and even the irrigation water becomes a problem. This makes production to be low for our farmers and they are unable to meet the quantities and quality we desire to have. In such cases the losses can be too much and have a negative impact on our production especially in regard to the market demand. We have devised a way of ensuring that we

mitigate our financial losses by having an agronomy team that works very closely with our farmers. We also have an insurance plan that covers us and the farmers incase of a bad season out of extreme weather conditions.

Social Risks: The nature of my work is such that I spend a lot of time at work and in business related ventures. This being my brain child, I try very much to ensure it succeeds at all cost. This in essence means that I have very little time for social activities and many times I have to disappoint my friends when I can't make it to functions they invite me too.

To overcome this challenge I always find a way of unwinding and prioritizing social functions to attend to. I also have a diary handler who is able to plan for me and ensure that I do not miss out on important appointments both social and official. I also have time to reflect and retreat every quarter of the year. During the personal retreats I reflect on my successes and also learn from my failures. This discipline has ensured that I maintain a balanced life in and out of office.

Social-cultural background and entrepreneurial leadership development

Like any other aspect of social development, entrepreneurial leadership has various social-cultural aspects that inspire one into it. For me my family has played a critical role in developing my entrepreneurial leadership. From a very tender age, I started helping out in my family business and this formed the basis upon which my entrepreneurial skills were nurtured. As I grew up my family (parents) gave me more responsibility at the enterprise which gradually inducted me to entrepreneurial leadership. Finally, the opportunity lead was given to me by my parents who continue to offer me support and mentorship in my new role.

I also have a social group that has been instrumental in developing my entrepreneurship leadership. We are all in different industries but we meet regularly to share our successes and challenges including how to overcome each of them. We appreciate that despite our difference we share a lot as a result of our position in the enterprises we run. Sometimes we hold seminars and business trips together so that we can learn best practices to adopt and promote.

I believe that every person irrespective of their gender basis do stand an opportunity to excel as entrepreneurial leaders. I am a woman and for the last seven years I have been leading this organization and my parents believe in my capabilities. The world has not been short of women with great capabilities including here in Kenya. With the government and civil society promoting women entrepreneurship, we now have a basis within which women can explore and cease opportunities around them. Indeed there are more men in entrepreneurship but that notwithstanding women are emerging and taking up their rightful position as entrepreneurial leaders.

Where I come from men and women have an equal opportunity culturally of taking up entrepreneurial leadership. However, it must be noted that women even in my culture were seen to be more of home makers. This perception sometimes hinders the extent to which women can go as entrepreneurial leaders. The gains through education have indeed watered down this position and women are now seen to be competitive actors in this position.

My family and religion has greatly contributed to my choice of entrepreneurial leadership development strategy. The family has been a pillar upon which my leadership development has been nurtured to this level. They have been supportive offering me both the social and material support I ever needed. My religion on the other hand has nurtured in me virtues that have been instrumental in my success. The feeling that there is always a superior being in control allows doing the much I can. It also reaches me to be fair to others irrespective of their status. This has ensured I have a cordial relation with all my team members at all levels.

Kenya Entrepreneurial Development

Corruption to me is the main undoing on the path towards entrepreneurial leadership development in Kenya. It hinders opportunities especially for youths, women and those from humble economic status; many brilliant minds have gone to waste as they lacked an opportunity through which they could prosper.

Also the lack of mentorship programmes means that a majority of would be entrepreneurs lack a platform on which their skills could be nurtured and developed where this programmes are available they are mainly informal and lack consistency. Those lucky to get such opportunities have to pay heavy prices that are unaffordable by the majority.

What should be done?

Despite the challenges we face as a country, I believe there is still an opportunity for everyone to prosper. Some of the programmes that have been introduced in higher learning institutions like the business nurturing centre at Kenyatta there is need to expand such programmes so that they can benefit more people especially youths in Rural Kenya.

The government should also consider lowering the cost of business especially for start ups. This would be mainly by exempting youth led start ups from taxation, access to affordable credit and improvement of infrastructure over and above the government should create opportunities for young entrepreneurial leaders to prosper and succeed especially learning opportunities i.e. low cost entrepreneurial leadership courses and seminars.

CASE STUDY IV

Entrepreneurial journey

My entrepreneurial journey has been long and one that has been marked by very many tribulations. As a child I always dreamt of finishing my studies, get employed and rising above the ranks to top management. Banking was my career choice and every day when I went to school it was to me a journey towards becoming a banker. Indeed my dream of becoming a banker was fulfilled when after my undergraduate I took up an internship with the Barclays bank Ltd. Running my internship I was attached to the credit reappraisal department and my role was to ensure that the clients filed all the necessary documents and that they were authentic.

After about six months of internship I applied to be employed as a banker in the same bank. My application was accepted and I now joined the bank as a management trainee. As a management trainee I would be shipped around all the bank departments so as to learn and understand the operations of the bank. After three years of management trainee my first opportunity of being a team leader came calling as I was promoted to the position of branch customer service officer. My responsibility was to ensure that all the bank clients were properly handled and certified with the service we offered. I realized that clients who become happy with our services would always refer to as new clients while those who felt frustrated with our service would complain so much and make us see if the issues they raised were addressed within a reasonable time frame.

My real turn around came when I was promoted to the position of branch manager. Although the branch was quite small, it gave me an insight of managing an enterprise focusing on the customer while an insight of managing un enterprise focusing on the customer while maximizing on profits. To me this opportunity was the one that actually set me up for the task of entrepreneurship. I started focusing more on how I would exit the employment world and start up a venture that would define my legacy. This was not an easy decision especially because everyone who I shared with my idea wondered why I wanted to give up on my sterling and comfortable career to take up something I was not even sure about. However, I choose to listen of my inner self and ultimately submitted

257

my intention to resign from Barclays Bank of Kenya. My managing director was taken aback by my decision and tried his level best to lock me out of my decision. After sharing with him my ultimate goal in life and the thought behind my decision, he reluctantly welcomed it and offered me his support. Later on when I founded this consultancy firm, I would also carry out assignments for my former employer, who I have a lot of respect for, to date. It is fifteen years now since I founded my consultancy firm and I am pride in it that we have contributed greatly in product development of the financial industry which has had transformational results to the people of Kenya and East Africa in general.

Entrepreneurial Leadership Competencies

My enterprise offers services to the financial industry (banks, microfinance institutions and Sacco's) as such we have to be innovative so as to assist our clients. I consider myself quite innovative and when I have nurtured my skill of innovation in the finance industry over time. I am conscious of the fact that different institutions seek to respond to a specific market need. I am also alive to the fact that as we design products we must be customer centric. Therefore while developing products I am keen to get both the clients perspective and that of their intended consumers.

I am very flexible in my leadership. As a lead consultant there is always the risk of becoming over bearing and dictate the course the institution should take. However, I have learnt to appreciate that different client even though they may face similar challenges they will need different and unique approaches to the said situation. I am therefore very flexible in my approach to accommodate the various views that come along as I lead my team in accomplishing any task at hand.

I am also a person who upholds ethics and integrity in whatever I do. I appreciate that every of my team member has a unique and important contribution to make. I therefore acknowledge the effort of each one of them without having to value undue credit as this demotivates team members and is counterproductive. I also uphold high standards of integrity and this has become one of our company's strength. When we bide for assignments there are always persons from the client's side who will approach you for

kickbacks and even threaten you. I have always held my ground that my company will not be party to understand deals and my team is well aware of this very important virtue.

I am a risk taker. From the onset I took a risk to start up this company, moving from my employment to be self-employed. I am a person who loves challenges and respond very well to pressure at work. This has become my strength as I lead this institution to the next level. I am conscious of the fact at all times there will be challenges of venturing into new areas and while other people would shy away from what they are unaware of I prefer to try out. Even when I say I am trying out, it is clear at the back of my mind that I must succeed.

I am also very diplomatic. I am aware that in service industry it is about the level of confidence the client has in you that determines whether you get the job or not. I therefore invest a lot in diplomatic relations with both our clients and employees so that they both have a positive attitude towards the ability of the organization. We update our clients on regular basis on what assignments we are undertaking and the benefits this has for them. This way the client's satisfaction level goes up as they feel they pro-actively participated in the process. Employees on the other hand require a leader who assures them of business stability. I therefore engage the employees at a personal level regularly so as to respond to their individual and collective needs. This has made them very loyal to our organization and our turnover rate is very minimal.

Dark/Negative side of entrepreneurial risks

Just like any other venture entrepreneurial has its own fair of challenges and risks. One of the major risks that I encountered quite often is financial risk. As a consultancy institution we do not sell any tangible product instead we sell a service. This normally means that we have to finance the operations of the assignments with the hope of being paid as soon as we are done. This is not always the case and the client might take longer than earlier anticipated leading us in a financial quagmire. However, to overcome this major risk we have a payment schedule guideline which we use. Before we undertake any assignment the client must pay a deposit of a minimum percentage normally 30% of the

total fee note. We also prefer the client to take up the logistical costs directly so that we only concern our self with the professional.

The other challenge I face is time for any immediate family and social activities. Most of the assignments we undertake are time bound and respond to very urgent needs of the client. As such it means that I spend a lot of my time overseeing the accomplishment of these assignments successful. This means that I have to also get to work very early in the morning, work late and even over the weekends. Also the bulk of the work is in the field and therefore we travel a lot on business both within the country and other countries too. This has had quite some strain on my social life especially at the family front and friends too. Some of my friends joke that they are only sure I will make to their event when they see me seated. While this was more pronounced in the formative years I have since capacity built my team members so that they can take responsibility in my absence. I am continuously delegating duties to them and am now more into quality assurance, client retention and new clients for acquisition. This has made one regain quite much of my time for social activities and even for personal development.

 I am also aware that in my desire to succeed and deliver quality work I can sometime be over bearing. This is especially so when we are dealing with key and strategic clients. Nevertheless I am gradually mentoring some of the staff members so that they too can share in the responsibility. Am also slowly and gradually positioning myself as the vision bearer and not the implement or so that I do not suffer from the founders syndrome where in my absence nothing moves on.

Socio-cultural and entrepreneurial Development

Everyone is a product of socialization and where one grows; schools, works or even lives have an impact on how he/she behaves. Entrepreneurial; leaders are no different being that they too like everyone else have a socio-cultural background. In my case my college peers have been very instrumental in my leadership development. Majority of my peers we together joined banking after graduating and were always in close contact throughout including having common social activities. A majority of them have grown to either venture into private practice or have risen through the values to serve at the help, of

various organizations. We have a peer support group that we meetregularly to not just socialize but to also grow ourselves. We also invite each to seminars and workshops that continue to model us. This group that has about ten members has been instrumental in shaping the kind of leader I am today.

In my family I was the second born of my eight siblings and the first born girl. As such I was tasked with the responsibility of deputizing my mother in the upbringing of my siblings. My parents cultivated in me the virtues of hard work, discipline and perseverance. These virtues have been very instrumental in nurturing my entrepreneurial leadership skills. They are the drive behind my immense energy and strong desire to succeed.

Also as we grew up we cultivated amongst us very strong social support mechanisms. My siblings have been very instrumental in my success by being there for me always. They perceive my success as their own. On the other hand my husband and children are always there for me always. They perceive my success as their own. On the other hand my husband and children are always there for me encouraging me to carry on with my venture. They always step in for me; adjust their programs so that I do not miss out. All my children have at one time or another worked in my firm and do appreciate the work we do. This makes it easy for me to remain focused towards the firm's success.

In my own knowledge and experience is that women are as capable as men in entrepreneurial leadership. When I reflect on my own life I feel that I have taken up responsibilities that were previously a reserve of men and succeeded. A good example is when I became a bank branch manager; it was still at time when the role was mainly handled by men. I took it up and with determination I did well even won awards for outstanding performance. In our country women continue to show leadership in various fronts. One outstanding woman for me is the Nobel laureate Pro. Wangari Mathai, whose leadership was appreciated worldwide,. Her vision of an environmental friendly society has outlived her.

In my community, women are offered equal entrepreneurial leadership opportunities as men. Traditionally the men led the agricultural related enterprises while women were in-charge of crafts industry e.g. pottery, weaving etc. the postmodern society reversed the gains our traditional society us they deprived the girl child the opportunity to education in favour of the boy child. This disparity ensured women lagged behind in the formal leadership. However with the sensitization on the need to educate the girl child, there a gains and now women are slowly regaining their niche in entrepreneurial leadership capacity.

Factors affecting the success of entrepreneurial leadership development in Kenya

The major factor affecting success of entrepreneurial leadership development in Kenya is corruption that threatens almost every sector of our society. Young entrepreneurs have to concern themselves on how to gain business and they face fierce rejection from the older generation who perceive them as having come to spoil the party for them. A good example is that despite the government having allocated 30% of the tenders to special groups, access to these opportunities has been curtailed by a corrupt procurement system in place.

The aspect of mentorship in Kenya is almost nonexistent and where present it is minimal. Leadership is learnt through practice and mentorship; unfortunately in Kenya young/emerging entrepreneurial leaders do not have these opportunities. Those who choose to pursue corporate career path face a lot of challenges and inhibitions as they are either given an opportunity at all or are not given the necessary support to grow.

The other factor is our wanting education system emphasis more on theoretical passing of exams as opposed to practical application of theories learnt in real life situation. The disparity between what is taught in school and what really happens on the ground means that young entrepreneurs are forced to abandon much of what they learnt to confirm to the new realties they face.

CASE V

Entrepreneurial journey

Before starting business I was a civil servant working as a procurement officer. We started as a small enterprise which was meant for just simple delivery of things like stationary and small time printing. Then eventually we moved to technical items like spares, computer spares and electrical spares. We then graduated to computer equipment. We were able to supply large equipment like communication equipment's and public address systems. As time went by, we diversified and started doing construction. We are now concentrating on construction. When I was employed by government, this business was not meant to be something big, however it was meant to supplement the small salary we were earning. Nobody knew that this will business will grow to this level.

Turning point

It was one time I was given order to supply public address system for by then Vice President Kalonzo Musyoka; and unfortunately these things (equipment) were not available in Kenya and we had to import them from UK. This was really very tough because by then we had no idea how to import these things. These were all technical equipment, if you make mistake and bring something which does not match the requirements your business can be cancelled. This will definitely affect you because these are imported equipment. When we managed to do that, remember this was a big order. That is when the company now changed. Also, technically, it became acquainted with the kind of equipment which is involved in that category.

Another turning point is when I was told to install sound and lighting equipment at Prime Ministers auditorium. Initially they used to assemble equipment when they are expecting him. But now I installed permanent sound and lighting where they just switch on. Speaker were installed inside the roof, public address system was installed and locked somewhere. That was very sensitive assignment where the top officials at PM's Office were supervising the project personally. We did it well.

Leadership Competencies

The first thing is to have passion because some of these things we are doing them educationally, professionally we did not learn them in school so you learn them with time. Therefore you must have passion. With passion you will be able to nurture the knowledge in that field easily without a lot of stress and once you have the knowledge, you will move forward.

First of all, the financial challenges, especially when you want to expand your business. At this point, you need financing either from the financial institutions or other avenues. So we usually have financial constraint

Looking at the family, a times you have a project which you want to finish on time and on other side, the family needs you. Like now I have a project in Karen, I even go there on Saturdays and Sundays which is sup post to be family days.

There is a problem of brokers who will introduce to the organization with the aim of getting a contract. They just do the introduction; however when you get the contract, they will demand for half of the profit. Like now there is a broker is claiming to be my partner, and when he became my partner, I don't know.

In Kenya there is nothing for free (corruption). As an entrepreneur, you face such challenges before you can get any sensible job. At the end you will get yourself working for others. They take the bigger share of the profit leaving you with something small. For instance you may get a project of 5 Million, but at the end you will be left with half a million (500,000). Most of the money is distributed to those people. The bank statement reads huge amount but this money is not yours alone. You look like you are doing money **laundry** business because money comes in and goes out.

Handling situations

To survive in business, you have to give them at least you will be assured you will remain with something at the end of the day which keeps going.

We always run to the bank for financial assistance when you want to expand especially when you have big projects.

Entrepreneurial stress

Sometimes you have a lot of work and you find yourself working even during the weekend, and yet this is time for the family.

The source of stress is demanding project that requires a lot of supervision. You need to learn how to juggle between the family and the project. For instance, you can have a plan where you visit the site in the morning, organize your job and when things start working, you can now go and attend to family issues.

Egoism

Some of us entrepreneurs we feel superior over others, maybe because of the ranking. However this can be used to acquire such things like tender, and not the management of organization. On the other hand, employees should not experience such behaviour because this will affect their performance.

Social-cultural background and entrepreneurial leadership development

- Of course social-cultural background has big influence on entrepreneur's leadership development. For example, when I was moving from small scale print stationary to communication equipment, I use to admire a friend who was doing that and he was a close friend.
- My family is very supportive and they are part of our success
- Cultural values do not affect my entrepreneurial competencies. Before I ventured into business, I was a procurement officer working for the government, so I already had that attitude of entrepreneurship.
- Women are capable; in fact my wife is among the top directors of Unique Offers. Women are as equal as men if they are offered equal opportunities as men.

How has the following affect development Strategy?

Family

I can't say that there is something sensible affect me through the family, may be gender. There was a time I employed two young men and three ladies, but I had problems with ladies and this affected the performance of the organization. This is because although they were good, they lacked self-confidence.

Hindrances

The biggest challenge as of now is the devolved government. With devolved government, it is very difficult to get business outside your community. You cannot get an open tender if you don't belong to that community for instance. The first priority is given to the residents. This also has influenced tribalism. I use to supply to different regions but since devolution was introduced, I cannot be given such jobs anymore. This is also affecting the performance of counties since those who are given jobs have little knowledge about business and they end up incurring a lot of cost. Performance is not since they end up involving brokers.

Factors affecting the success of entrepreneurial development in Kenya

First Bureaucracy

When I say bureaucracy I mean how to get business first. If business is open, anybody who applies for tender has a chance of getting business. But in Kenya that is not the case, you have to lobby and also you must be connected.

A gain there is financial aspect and here you have to get capital. Banks who may want to support you financially, want to see how you have been operating your account. Those who are new in business without operation accounts are affected because there is no trend of banking. Some banks ask for security which you may not have. Things like title deed or log book.

Comment

Discipline comes first for anyone who wants to become entrepreneur. Discipline has to there because when you have discipline you will know how to handle finance. This will help you achieve your goals.

CASE VI

Entrepreneurial Journey

The journey has not been smooth, full of challenges and new innovation. It is through hard work that we are here now. We learnt from the previous mistakes especially from the giants like Akamba Bus, Kenya Bus Service etc. and that is why we are here. We started capitalizing on mistakes.

The turning point- is after we managed to move on after some of our buses were burnt down during post-election violence. At this time although it was tough, no one was laid off. Post-election violence was (2007-2008) was the biggest challenge; this was the critical moment for this company. Most people thought that we are going under.

Another challenge is when Railway burnt down in 2010, and our offices were among those that were burnt. So we lost everything and all the records (files) were burnt and nothing was left. Some employees who had cash claimed that everything was burnt and there was no way you could accuse them. Since then we learnt and we bank every little cash that we collect, even as little as ten thousand. People are asking why Easy Coach is banking it money we have the experience and we have employed people to do that work.

Entrepreneurial Competencies

This is Transport Company and is not as much as academia but you have to tap skills and experiences. Employees are trained to develop on skills. Motivation and encouragement will always enhance better services. Here we have the different departments for instance, management, customer care, drivers, loaders, messengers, mechanics, cashier etc and as a leader; you should know how to handle these people. If you are motivated, you work toward a achieving goals. As a leader you also encourage employees. This is because when employees are doing well, you are also doing well. It is a collective responsibility for the management and employees to join forces and work together as a team.

As much as we have competitors they are still our friends. Competition is good when all players are given equal chance. We keep on learning from our previous mistakes. For

example the fall of Akamba and KBS are some of the companies that we have learnt from. We try to avoid such mistakes in our organization.

Dark/ Negative side

YES and NO

- If good plans are put in place then you are likely not to face negatives. However financial problems might arise but the banks help us in that area.
- Family wise, we work for long hours. Being a transport company, we work 24/7. Sometimes this affects our families. For instance, you will always receive calls at night and you have to attend to the problem. Sometimes family issues can affect your performance for example, when you lose someone close this will affect how you work and again, your family may need you while you are busy at work. There was a time when a lost a relative and by that time I was in Tanzania attending to company issues, but my family felt that I am not participating in family activities.
- Issues related to psychic occur when business is not doing well. Business is about making money and if you are not getting money then that is a problem. Money making is influenced by the leadership and a leader should identify all issues affecting the organization and deal with them.
- **Stress-** it is there but before issues stress you, you need to handle all issues in the organization before they trouble you. For example, the driver may find erected bump on the road which was not there before and hit it, the next thing is complaints from clients. You need to listen and deal with each case asit is. All sorts of complaints sometimes ruthless but you need to listen. Carry out investigation to find out whether that bump was there before. I always tell drivers to handle our clients with care even if they are annoying just apologize.
- **Source of stress-** The source of stress are our clients. They make different complaints on different issues. We have a communication system via SMS where customers send their complaints and we handle them as they come.
- As easy coach we are yet to successful. We are still growing and we aim at covering the whole country. We have not a achieved our goal as organization and

we are working towards that. As I said earlier, when employees are doing well, you are also doing well, so when you handle them badly, this will come back to you. This can affect their performance and when performance goes down you also suffer.

Social-cultural Background

People close to you may encourage you however not always.

- Family sometimes can disappoint you and they may not help you especially financial assistance. They will tell you to the bank and in terms of security they will ask you to give you log book. Family assistance can be may be prayers.
- Your hard work is more important than social- cultural values and attitudes.
- Women are good and they are even better than men but they are not given a chance. Looking at our parliament, the speaker does not give women chance to express themselves. It is high time this country to be led by a woman. They can be trusted even on matters finance. Women are not corrupt as men and if you find one who is corrupt, then it is from another force. I advocate for women.
- At least the community can identify the value of a woman although not everyone has such thoughts. It is our responsibility to encourage young generation to give women a chance.
- **How the following affected my choice of entrepreneurial leadership**

i.   Family- Not really. The family is usually happy when you are giving them something.
ii. Ethnic and religion has affected this country so much. People look at you depending on where you come from (your tribe). They focus on tribe than your character of what you can offer. People associate you with your tribe rather than your performance. **Religion,** the organization has people from

different religion and so you need to accommodate them. Sometimes we are forced to work 24/7.

- **Comment**-In fact the leader especially the president should invest in education more so for a girl child. The young generation when educated especially the girl, will change the world. When a girl is educated, then the society is educated.

Factors affecting the success of entrepreneurial leadership in Kenya

The major factor here is culture. People should define you by you performance and not where you come from.

Comment entrepreneurial leadership

I just have to reiterate that when it comes to leadership, you have to embrace a lot of trust, a lot of respect in ourselves. Also if you are a leader it does not mean that you own the same business, you are just given that chance to lead certain organization. I think at that point you have to own it. Have it and accept is as yours. Technically you know is not yours. But I really think that the approach should be like the owner. Except just you have to consult and you need to have the reason as why you are there. So if you have those qualities and having transparency and avoiding corruption you will never fail.

CASE VII

Entrepreneurial journey

It has been a long journey however promising. The organization has been growing with time. We started as computer supplies which we did for quite some time when we realized that our clients were in need of ICT technical support. Therefore we started offering ICT technological services to our customers. Now we concentrate more on consultancy which entails a lot of field work. For instance we do machine maintenance for our clients.

Turning point/Critical moment

Getting the market was a bit challenging and it took us time to get where we are now. By the time we started this business, people had not ventured into technology and few organizations used computers. Many companies were using the filing system of storing data and this was the common trend especially in government institutions. Majority of employees were not conversant with computers.

The changes occurred when organizations started embrace technology and employees were encouraged to learn and use computers. At that particular time, the demand was high and we managed to supply many government and non-governmental institutions, and here we are. Also when we partnered with big organizations like KPLC, Kengen, Toshiba etc. improved business.

Q2 Entrepreneurial Competencies

Technology goes hand in hand with innovation. This industry (ICT) keeps on changing and this has made us to be on the lookout for new ideas that can improve on our services. We put more efforts in developing new ideas to help solve technological problems facing our clients. We ensure that before we introduce new idea to our client, we understand it well so that we can give better services to our clients. IT experts have embraced new ideas and developed them into efficient solution to our clients. We deliver services to our client because we understand new technologies. We ensure that our clients are well advised about the new technologies and how to apply them. For instance we offer

training for our clients to ensure that equipment are handled with care. This has helped us to develop good relationship with our clients.

Dark/ Negative side

- Financial constraint is a challenge and I think it is a challenge to other entrepreneurs as well. When you are in business, not every day will you make profit, sometimes you incur loss. This is when you seek support from financial institutions like Banks or SACCO to help you.

- Career- This field requires experts who are well knowledgeable in IT. Most of the time our job is practical and the client want to see the problem solved. It is our duty to provide solution and this means that we research and read wide about new technologies. As I said before, technology keeps changing; therefore we must be conversant with it before we advise our clients. For us to satisfy our clients we ensure that we have quality equipment and qualified experts to offer better services.

- **Family-** We give priority to our clients and because of this, sometimes we work for long hours. We attend to our clients when they need us. For instance Maintenance work is normally done during the week ends when people are not in the office. We get humble time to work on machines without disturbance. This has effect on our families because we give little time to our families. Sometimes you miss out on family functions because you are busy at work. Again long working hours may also affect your health. For instance sitting for long hours and starring at computer for long may cause health problems.

- **Entrepreneurial stress-**Other than supplying equipment, consultation work requires much concentration. Creative design for instance demands more time and concentration. A designer gives much of his time to come up with quality product. However you should know how to handle issues for instance you need back up just in case machine fails. This is common machines can fail at any time.

- **Source of stress-** Our clients are the source of stress most of the time. We deal with a variety of clients not only in Kenya but East Africa. They have different demands and they require to be handled differently.

- **Egoism-**First of all this organization relies on team work and this is key. As a leader, all employees must be respected and appreciated. Without them you are nobody. Through their hard work, they have made us to be where we are. There are different departments however all of them play an important role for the betterment of the organization. For instance, a team of trainers may be assigned to a specific project, another team to do maintenance and at the same time others will be developing websites. All of them are important and must be respected. Also as a leader, be free with your employees and show them appreciation. Through discussing challenges they go through together will help you know how to handle them.

Social-cultural background and entrepreneurial leadership development

- Very much. I say this because most of my friends are businessmen. I build my network through friends who introduce me to clients. Through social gatherings we are able identify new market and potential clients. We learn from others experience and this has helped us to improve ourselves.

- My family has been very supportive in many ways. Other than educating me, they encourage me and they are always there for me. After a long day of hard work, I go back to my family. Sometimes we face a lot of challenges however the only people who knows what you are going through is your family. Their encouragement has kept me going.

- Cultural values and attitudes have no great impact on my entrepreneurial competencies. The passion I have towards technology drives me to do what I do. The intention is to ensure that we become the leading organization in technological innovation and offer services through technology to our client. Today, technology is everywhere and as organization, we are here to provide solutions to technology problems and transform people's lives.

274

- Of course yes. Women are as good as men. Looking around, employees of this organization are male and female. Women perform same duties as men. They are all equipped with skills and knowledge that has enabled them to perform. Again among the top leaders of this organization are women and they are doing well. Some time back, women were considered as home makers and they were not given a chance to demonstrate their entrepreneurial skills. However I am happy that this is changing and today we have women entrepreneurs. The society should encourage them more because they are good.

How the following affected my choice of entrepreneurial leadership

i.   **Family**-Through encouragement, they give me strength and hope to carry on without giving up.

ii. **Attitude-**I always have positive attitude towards technology as well as passion, therefore I work towards developing new ideas.

Comment-Cultural upbringing where parents have encouraged their children to go to school and get employment has affected this country to some extent. Some entrepreneurs are not fully committed into business since they give first priority to employment.

Factors affecting the success of entrepreneurial leadership in Kenya

- Majority of entrepreneurs lack business plan for their organizations. Before you venture into certain business, you need to research on what you want to do first.

- You also need marketing plan to help you access clients. There are many players however you should know how to reach out to clients and develop a brand for yourself.

- Sometimes you risk especially when you are dealing with news ideas. You are not sure whether the idea will be accepted or not.

Additional on Comment entrepreneurial leadership

As a society we have a role to play. We need to change mind set especially for the youth. We should encourage them to become entrepreneurs to earn a living as well as create employment for others. We should support young entrepreneurs financially and also help them develop new ideas that will enable them generate income.

CASE VIII

Entrepreneurial Journey

The entrepreneurial journey for this firm started way back in 1988, and then registration was done in 1990. It is an old firm of 25 years.

Turning point/Critical Moment

There was a time when we got an order from Kengen, and when we quoted that tender, we were given LPO four to five months down the lane. And by then the dollar had really shot up. When we tried to negotiate with them, they said they are going as per the order although things had changed. What made things more difficult is that the machine they had asked for was now end of life. So there should be new machine replacing those ones. Only that the price is different. We had to give and got loss.

The turning point was when we were working for Africa Virtue University AV. What saved us was when we got tender for 12 African countries (AV Universities). When we did the tender, we had thought that goods will come here, then we dispatch them to respective countries. At least we got a leeway when they didn't mind the country of origin of goods as long as they get the goods they required. So from Dubai, when we got goods from Dubai, we send them straight to those countries. So we cut the cost of goods coming here and sending them to those countries.

Leadership Competencies

As organization we have nurtured Voice of Data which was taken over by Communication Authority of Kenya (CAK). We were the first people to do it. We installed it here way back in 90s, before government players came in and we start now en-measuring them and now they can do data and other guys can do the voice but we were the first guys, the pioneer guys. Others came in and went in fully.

- It has been good for us because you walk around and ask for CBS (Circuit Business System) everybody still talks about CBS. What makes them talk about

CBS is that they think that it is an Indian firm and yet it is an indigenous African firm.

Dark/ Negative side

Yes these challenges are there

- **How to handle risks-** Actually in management we are there because we work with people. You have to understand that. This person has a family, he is a husband of somebody or a wife of somebody, and you have to understand that. They also must handle family needs. But sometimes you finds like it a times interferes with daily running of the business but not really the basis. So we are very keen on knowing how to balance this act between people because we work with different people from different background. For instance some take alcohol while other do not, so you must have a very good balancing act on how you can incorporate all these people together and make them productive. But so far we have balanced the act although you can't miss a case or two of stubborn guys but we have to harness it.
- **Entrepreneurial stress-** Stress is there, like even now as we are talking, business is low. And the fact that business is low, we are looking at ways to cut cost. Cutting cost of course will be touching on people's finance which is very sensitive. Other than cutting cost we are looking at ways to bring in business. For instance the contracts we have running they are sort of coming to an end and so what is the way forward and we have bills to pay.
- **Other source of stress-** It is running projects especially very big projects like now we are running a project whereby we are installing computer hardware's, serves in clinics across the country. You get that you have challenges whereby now like you have project timeline. Having timeline, you look at staff that you have and if you divide staff into the work stations these guys want, and the timeline that you have been given, you won't make. So it forces you to go out to source. Also sourcing people you need to pay them, and two, maybe there are only few who know how to work and other may not know.

- **Egoism-**No us guys we don't have ego. We don't let any jokes of whatever kind which you can do slip by. There was a time here we even sold hardware and made Ks 3000, Ks 1000, because we kind of look at the bigger picture (the client). Today, what the client has given us; we have not even made a profit. However the way we associated with him, we have already brought him closer to us. Tomorrow he may give us a good deal worth millions because we were able so sort him out at that particular time even if we didn't make a profit that we were supposed to.

Social-cultural background and entrepreneurial leadership development

Here we are very open to start with. But you find being tribal is unworthy. Here we are very much mixed. You may expect that since I am Luo the main group of employees is Luo, No. We have Kamba's, Kikuyu's, Luhya's Nubian etc. So we really don't pick someone because of ethnical background but we look at explicit of that particular person. Someone who can deliver for CBS. In addition, here we don't belong to any club, we mingle with everyone. We deal with anybody across the board. If there is a project/tender we have won and there is something we can get from you, we look at profit margins, what are we making. We don't look at friends. We look at maximizing our margins because this guy at the end of the day, he/she should not give favours. We do not encourage such kind of coexisting here.

- Yes. My entrepreneurial skills were nurtured because my father was chief some years back, but when he retired he went into business. Being in business he was able first to take us to school. Like I studied in States. So coming back here now he put me in line with what he was doing like hotels, laundry a couple of things. So he made me understand what he was doing. And from what he was doing, we were able to pick although not all of us are businessmen but we learned something.
- Yea, cultural values and attitude you find that like our head of transport was a lady and when she tries to talk to some men drivers they feel like no we cannot be addressed by a lady and could not take any instructions from her.

- Yea women are very much able because it requires you to be focused, motivated, you need to have vision of where you are heading. So clearly it doesn't narrow down to man or woman. As long as you have mindset, vision, you are happy with what you are doing, you will go far

- I can't really say they have affected but they have really helped. Because we are dealing with diversity (different people from different background). We need to understand where these people are coming from. For instance, there are some guys here, despite me being a manager, there is a way a talk to them and they kind of feel that we are at the same level and they deliver what I want. But the problem will come on you as a manager if you fill like you are going in as a manager and you are not being taken as you want because you have gone in with your chest as a manager. But if you go in as a colleague, like me a treat all of them as a colleagues, I am not a manager or anything, we are here all to work. Go in with open mind because if you go in as a manager you will start having issues

Factors affecting the success of entrepreneurial development in Kenya

Most firms employ their own (Tribe). Once you employ your own, you are curtailing, first of all you won't have the diversity and also people of one ethical group tend to think in the same manner. Then you might say that company A had the same but succeeded me I am company H all the same I must succeed. But you see maybe company A succeeded because a part from having those people together, there is something they did different somewhere that led to success. And again it depends on how you look at progress. Some will look at progress in terms of money, making a profit and they are okay with it and that is a progress to them. But some of us not only look at that, we look at mingling with other firms, we can have exchange programs with other firms and learn what other firms are doing. If you were to do something like that and exchange with other firms, when you are set to go out you will meet other people and for instance, you would want to know each other and if people come to realize that the crew from one company is from one ethnic group then they will question. But if you are from mixed ethnic group then there is trust. That is one thing that has made firms have a certain reputation. But a gain it goes down to what success means to that CEO.

Comment

In leadership, you need to have an open door policy. Accept everyone that is comes in looking for a job even the interns. Like us we have interns. Have an open mind, don't be stereotype don't look at people from tribe perspective. Okay there are those jobs that you may need more of men but such jobs are not so many now days. Treat everybody well and give everyone respect and you will get back respect and from respect people will learn to respect your business from all background. From simple respect you won't have issues like stealing. Slowly by slowly, you will see profit. We have guys who are running firms in Kenya but they don't live in Kenya how are they managing?

CASE IX

Entrepreneurial journey

Throughout my life I always perceived myself as a go getter and I believed in my abilities. As a young girl I tried my level best to work hard in school and many a times I emerged top of my class. My desire was always to be competitive with the boys around me and there was no way I was going to allow the boys in our village to bully me around. My family especially my father would offer me a lot of support in my formative age and even allowed me to stand in for him at his shop. I guess it is this early interaction with my parents business that oriented me with making of profits and losses something my father was very enthusiastic about. He was also a man who strongly believed in education and he encouraged me to take up my studies very seriously. This would later bare fruits as I managed to pass my primary school very well and gain admission in a prestigious secondary school. After my A-level against all odds I choose to take up Architecture a course then a reserve of men actually we were only two ladies in the class of twenty.

After my graduation I immediately got a job with the government and I was posted as a District Architect in the Rift Valley. Like many other young graduates I was enthusiastic about my new job and looked forward to actively participating in nation building. Unfortunately like many other government officers at the time, it would seem that there was no work for me the county and even my seniors didn't seem to bother about it. Indeed this was very frustrating as I felt that my career had now stagnated and there was no opportunity for growth. Frustrated by my new job, I began plotting on my next move so that I could redeem my architectural career. I applied for a scholarship outside the country in England and I was fortunate to get an admission and a full scholarship. I therefore migrated to England for further studies and while here I joined a private architectural firm. This was indeed a turning point for me as I took up challenging assignments first as an assistant and later on as a lead architect. I cherish this period as the period of eye opening to the many opportunities unexploited back home. Therefore on my graduation I opted to head back home and by this time I had already gotten married.

Back home I found that there were major transformations that had happened over the last 7 years I had been away. The local middle class had grown tremendously over this period an also there was a lot of development taking place. However majority of the people were focusing on rental houses and very few were concerned about home ownership. I carried out a market survey that indicated that indeed a majority of the Kenyan middle class were more interested in becoming home owners as opposed to tenants. Unfortunately what was available in the market was either too expensive or did not suit the need of the clients. Armed with only a little capital we together with my husband decided to venture into the real estate market and respond to the need that was there for affordable housing. It has been a long journey with its own share of ups and downs but which has brought a lot of satisfaction as we nurtured our business idea to what it is today.

Entrepreneurial leadership competencies

To me leadership is not learned instead it is personal and is perfected by practicing over time learning from the various outcomes along the way. However the environment within which one operates may also play a major role in nurturing ones leadership competencies that can then be adopted in entrepreneurial leadership. For me to gain a niche in this very competitive industry I have natured my leadership competencies to focus on:

*Innovativeness:*Innovativeness has been a key driver to our success in this business. The housing industry in Kenya is very dynamic and clients are looking out for unique designs that respond to their needs and aspirations. Just having a common design is no longer the in thing, client will give background information of what inspires them it could be culture, philosophy or anything else and will want you to come up with something. I always take my time in designing what the clients want and I take time to carry out my research before I can design the house. In carrying out my design duties I am also constantly aware of what our primary intention is, to provide affordable unique house designs to our clients.

Ethics and integrity: Our company philosophy is that we will endeavour to uphold the highest level of integrity and honesty when dealing with our clients. I never over promise my clients neither do I take up projects that I do not believe in or that I feel compromise

our mission. Even our staff members are aware of this that in case there is conflict of interest no matter how lucrative the project is we cannot take it up. For me it is better to have some dry moments with no business than involve myself in a project that is unethical or lacks integrity. For example I cannot overpass any of the statutory requirements what so ever.

Global mindset: I do not just perceive our enterprise just locally I am always building towards becoming a formidable brand beyond the country. Every year I participate in at least three international housing exhibitions so that we can learn what other actors in this industry are doing. This has been an eye opener as I have been able to come up with unique development designs for our clients and this has become very central in our marketing too.

Ambitious: I am a very ambitious lady as I earlier on stated, when I set my mind on something I go out of my way to ensure that I achieve it against all odds. This has been my driving spirit and I invest heavily in terms of time, emotional and financial resources in ensuring that what we do we are not only successful but also we do it in an excellent manner.

Dark/negative side of entrepreneurship leadership

Despite the success I have as entrepreneurs I have also had some low moments along the way which have also affected my perception on various issues. One of the most outstanding set back is when I once suffered a financial stress, we designed a project that was quite capital intensive, since we didn't have such kind of money we approached a local bank so that we could commence the project. The assumption I had was that we would be able to sell off plan majority of the units and therefore repay back the loan on time. Unfortunately it was a year when our local economy was struggling and it seemed many of our potential clients did not have the capacity to buy off the units. When the project was completed we had barely sold out 10% of the units and this meant we were not able to repay the loan on time. Normally a 70% sell of the units by the third month of the completion of the project is presumed to be fair enough so in this case we were way

off the target. However we were able to negotiate with our bank and they agreed to extent the loan period.

The other stress that I face is the social stress as I have little time to meet with my friends and my extended family members. To overcome these challenges I ensure I am in constant communication with them especially over the phone. I also spare time to attend social activities such as weddings, funerals and even birthday parties. This way I remain connected to my social groups despite the time constraints may face. I am also lucky that my husband is my partner in the business and he therefore understands the constraints I face as I manage the business. We organize for family time outs together so that we are able to share quality time together. Our children are all grown and therefore they are able to compliment us like organizing for family dinner together and other activities that can bring us together.

To deal with the challenge of becoming over bearing and the company I have devised the rule of delegation. I delegate to my team members as much as I can and together review the assignments they are undertaking periodically. This has helped me have a strong team and even in my absence am sure things are running on properly.

As the founder director of this firm I am deeply committed to its success and it growing to an outstanding brand in this industry. I however understand that this level commitment can be over bearing and have a negative impact on the company. To overcome this challenge I am now developing company processes and procedures policy that is independent of me. I am also allowing more of our staff members to take up responsibilities and I involve them more in the running of the company.

Socio-cultural background & entrepreneurial leadership development

I am a strong believer that socialization plays a vital role towards forming the type of a person one becomes. I grew up in a poor-rural family and our parents were peasant farmers who struggled to make ends meet and take us to school. Despite this, they instilled in us discipline and the need to work hard. Even in the most difficult times such as when drought world strike and we would survive on one meal a day we were to remain resilient and have a smile on our faces. They also taught us on the need to respect other

people irrespective of their socio-economic standings in the society. Our father had a philosophy that discipline, hard work, respect and commitment to excellence are key to success of any individual. This philosophy has been a key pillar in my success also and I also try to impact the same to all our staff members.

I have a close network of friends who are also entrepreneurs that we have a social group where we offer support to each other. We meet twice a month and during our meetings which are largely informal we discuss various aspects of our businesses, successes and challenges. We also hold entrepreneurial seminars for ourselves or to mentor upcoming entrepreneurs in our society. This has been very instrumental in nurturing my leadership skills as we adopt the best practices that others have used and avoid the one with negative impact. The social group also organizes for talks and seminars where we invite distinguished speakers on various topical issues related to success of our businesses.

I believe that women are as capable as men in entrepreneurial leadership. With the expanded opportunity for education and the gains in gender empowerment, women today have an opportunity to effectively compete with men at all fronts including the entrepreneurial front unlike in the traditional set up where women is surrounded by various opportunities to excel. I also feel that the market perceives women more positively especially because of their attributes of honesty and willingness to listen. Even when you look at the government efforts in nurturing upcoming entrepreneurs they are more focused on women and youth. While some may argue this is because of affirmative action, I perceive it to be the realization that women when given an opportunity and necessary resources are able to transform the society.

Although my community is largely patriarchal, I feel that it has offered an equal opportunity for women to prosper in entrepreneurial leadership unlike in the traditional set up where our people would leave their sons as their only heirs today more family businesses have been inherited by the women. Women are also perceived to be less extravagant and conservative on attribute that give them a niche as entrepreneurial leaders.

Factors affecting the success of entrepreneurial leadership development in Kenya

In some instances social-cultural factors are a hindrance to progression to top leadership in Kenya. Majority of Kenyans believe in white collar jobs (employment) and even when they become entrepreneurs they are always thinking that this isn't the best for them. I attribute this thought to our education system that is more committed to channelling out employees instead of self employment or entrepreneurship.

The cost of doing business is also very high in Kenya and return on investment sometimes is very low. Many would be entrepreneurial leaders are inhibited by this as they cannot raise enough capital to venture into their business idea.

Recommendation

The government should look into ways of reviewing our curriculum so that it more practical in real life to help young people identify their abilities. Also the government should establish incubation centres for emerging entrepreneurs to nature there business ideas and grow them to leading entrepreneurial leaders.

CASE X

Entrepreneurial Journey

- **Describe your entrepreneurial journey**

  It started long time when I was young. My mother used to allow us to milk goats and sell the milk; we also used to sell sisal. I knew if I wanted an extra coin I could get it by selling something.

- **What can you describe as the turning point/critical moments in your entrepreneurial journey?**

  This is when I started teaching as a graduate teacher and realised that I could not make ends meet. I started with getting handbags and selling them to fellow teachers in a rural school I was teaching, later I was posted to Matasia in Ngong but was already living in Ongata Rongai. I first set up a whole sale shop but managing the marketers became difficult, I sold the business and established a salon. This is when my eyes opened up because the salon had many clients; we had both the salon, kinyozi and a beauty shop. But the business came with signing of an mpesa contract with safaricom. Because of my networks I soon acquired subagents these now made me know the power of working through others. Originally when the business was not saturated we made over 1m a month. This was good while it lasted because m-pesa came with a lot of fraud and the rules of operation were stringent. One of my subagents committed a fraud and all our outlets were frozen for a month. This is now what I could call the turning point. I realized I could not rely on business that was controlled by another person, this realization drove me to starting a kindergarten in 2010, I did research a capitalized on what was not being offered by competitors like door to door transport, school meals, sports and extracurricular activities. The reception was wonderful and in 2011 I embarked on building the primary school for transition. I admitted the first lot in 2012 and the growth has continued.

My being at the salon also enlightened me on the hardships small scale business people went through. Among those challenges is lack of access to regulated credit because they were unbankable and exposure to informal lenders whose interest rates are very high. I witnessed business start and close. This experience is what informed my coming up with the M-ASCA model to afford the segment affordable credit at 1% that fits into their way of doing business. Paperless to avoid their being away from their business and also the fact that it allows them to save any amount as little as 50 or repay loans little by little.

Entrepreneurial Leadership competencies

- **What are the main entrepreneurial leadership competencies that you have nurtured and acquired overtime in your entrepreneurial journey?**

  Success in business is about numbers and doing it alone will never lead to success you can only do so much on your. The power of numbers gives you more hours and more income from others.

  Nurture others in your chain as they succeed as the leader you succeed.

  Capitalize on information to conger challenges. Be well read and informed in the business you engage in. Never say I do not know to a prospective client.

- **How have these competencies helped you in your entrepreneurial pursuits?**

  I have been able to make others succeed in the businesses they do and in the process that has led to increase in my kitty,

  Information allows you to counter competition and stay on top of things ensuring that your business is relevant all the time.

  A network enables you to earn even when you are not actively involved provided that you have people in your chain or franchise. It allows you to touch many lives and scale to larger geographical areas

'Dark/negative side' of entrepreneurial leadership

These are destructive elements of entrepreneurial leadership which resides within the energetic drive of top performing entrepreneurs.

- Do you normally face the following risks in the process of your entrepreneurial pursuits - financial, career, family and social and psychic risks? Yes.

- AS an entrepreneur you always find that the ideas you have a more than your own finances and most of the times the banks execute the ideas meaning that you are constantly on loan.

- Entrepreneurship is inborn and if you have a career path in terms of employment, there comes a conflict because the entrepreneurial activities require a lot of insights from you as the leader. Its dealing with people which requires tact and direction of all who act on your behalf. Unless your business becomes your fulltime activity therefore making you dedicate all your time, an existing career becomes the part time. This I mitigate through quality execution of duties to get no complaints from those I attend to. I do not take up responsibility because I believe in making ends meet for many and not me and my family. I derive a lot of pleasure in just knowing that hundreds of families put food on the table because I have decided to commit to implementing ideas. This makes me understand why I have to continue with the sacrifice.

- Of course for any business to pass the mark there is sacrifice, one being family time. From working long hours to sleepless nights doing research and writing proposals, applications or other documentation. Family time is highly compromised but sometimes compensated when the money comes through family holidays. Family come to own the businesses and understand that you have to be away and on computer most of the time. Instead now children start asking for rewards for keeping off to enable you finish work

290

- I usually do not find time to socialize for the sake, my engagements are always for a purpose for idle socialization does not give me any satisfaction. Every hour of mine is for the purpose of growth of business, I hate people who ask me to wait, because waiting eats into something else time. I get time to socialize with groups but this is programmed nothing impromptu and I think this serves the purpose

- If you do face these risks, how do you handle them?(answered above)

- Entrepreneurial Stress: Entrepreneurship requires a substantial commitment of time and energy at the expense sometimes of family and social activities. Do you encounter entrepreneurial stress? Yes.

- If you do, what are the sources of your stress and how have you developed mechanisms to deal with it? Entrepreneurship leads to idea after idea and most of the times these ideas are so exciting that you set out to execute them. These means that you are constantly investing and have little left for you to help you live a luxurious live particularly at the initial stages. There is financial stress always seeking for funds from banks and stress of repayments.

- Getting the right team takes time and your vision takes time to realise. Sacking and looking for employees is a stress.

- Other risks involve dishonest workers in terms of delivery of services, theft and misuse of resources. An entrepreneur develops a thick skin to these challenges the vision is greater than the side shows and the failures are part and parcel of the success for they are lessons learnt

- Some successful entrepreneurs as a result of their fame due to recognition of their exemplary performance suffer from inflated ego. Has this ever been a problem to you?
    - ✓ overbearing need for control,
    - ✓ a sense of distrust,
    - ✓ overriding desire for success,
    - ✓ unrealistic optimism

How do you deal with these entrepreneurial distractors?

I am fortunate because I understand that these are some of the issues that come with entrepreneurship.

I believe in delegating so that work can be done in my absence, I believe in team work and appreciating effort of the team

Of course as an entrepreneur experiences make you trust no one. You have to be on your toes because you cannot assume everyone is for you. Others would like to execute their ambitions through your hard work.

It is expected from an investor to really have that desire to succeed because big things come with big investment and most of the times failure is not part of the equation, Things must go the right way and I guess the commitment, personal emotional and financial does not give the entrepreneur an option only to want the best out of the investment.

Yes sometimes there is unrealistic optimism but I have learnt to be weary so that when things are slow, I do not get a heart attack. I guess it's because of my education there is always the other side of everything. This allows me yes to give it my best shot but also accept the outcome.

Socio-cultural Background and entrepreneurial leadership development

How have the social groups you belong to influence your entrepreneur leadership development?

I am really a lone ranger; people are amazed at what cooks in my head. I think it's in born coz I have idea after idea.

What role did your family play in developing your entrepreneurial leadership skills?

While my father worked and came home once a moth and paid our school fees, my mother stayed at home with us but she was very enterprising because we used to do a lot of farming. I believe that hard working trait I inherited from her. We were also many in my family and I guess everyone for themselves also got us up and about to make ends meet for ourselves. We started doing things for ourselves early i.e. being responsible. At class three I could cook and take care of my younger siblings

How did the cultural values and attitudes affect the process and strategy of developing your entrepreneurial leadership competencies?

> I guess so I watched my mother produce extra from her farming to sell some. This made that hard work pays.

According to your knowledge and experiences, are women as capable as men in entrepreneurial leadership capabilities? Explain?

> They are the same. The woman however has inborn character that predisposes her to some challenges in time. She has responsibilities to children and husbands that she cannot ignore. All the same she stills does what the man can do if not better. When she does something she mixes passion and competence.

In your community are women offered equal entrepreneurial leadership opportunities as men? Explain.

> No. women have to proof themselves either through education or extra ordinary performance otherwise me n are considered natural leaders. They don't get to do what women do to proof anything

How has the following affected your choice of entrepreneurial leadership development strategy?

vi.   Family relationships- My family is supportive and part of my endeavours. This support helps me get things done quickly. My husband is my business partner though all ideas are mine. We do everything together and use family resources to executive all ideas.

vii.   Diversity issues – gender, age, ethnicity, religion- some people looked at me as a woman and do not attribute my success to me, they always believe everything we have is my husbands. Infarct they will ask him questions about what we are doing when he cannot explain anything because I am behind It all. I have learned to cope and understand humble myself in stepping in to give that explanation.

viii.   Attitudes about work- entrepreneurship teaches you to be an all round person. I do not discriminate work. Very few people know that I work anywhere leave a lone the fact that I have a PhD. I mingle with people I

serve and speak a language that helps me get along with them. I am one of them.

ix. Styles of entertainment- as an entrepreneur there are associations to shun. You have to be a role model and people must want to emulate who you are if you want to sell your ideas. I keep off places that are not celebrated in our culture and live a modest family live. If its entertainment business or otherwise I make choices wisely not to jeopardize who I am in the eyes of my clients.

x. Attitudes toward health-Health is paramount, to continue serving community through your initiatives then you have to be up and about.

Please comment briefly on how entrepreneurs in Kenya are hindered by social/cultural factors in progression to top leadership.

- Mostly women have to proof leadership and not develop it.
- Some entrepreneurial activities are taboo or people shy off and without clientele in entrepreneurship you are out of business
- Women have not been lucky to own property and this has been an hindrance to getting financing from the bank coz they require collateral. However the 2010 constitution gives women a right to own property
- Women have responsibilities that they are socialized into and sometimes you will find a woman who can do well giving up on business to take care of the maternal related responsibilities. Men will be harsh to their partners who work hard becoming a hindrance to the extra effort that would make one succeed, society will accuse women of promiscuity for the simple fact that she gets businesses from men or is seating at tables with men. There is a lot to be done to liberate the woman in society.

In your view, what are the factors affecting the success of entrepreneurial leadership development in Kenya?

      a. The constitution gives the woman a position in leadership through the gender balance. The society will be judge on who is better in leadership given the fact that each gender will showcase what they have to offer

      b. There is deliberate effort to support entrepreneurial activities by the government. These include the initiation of funding programmes like the Uwezo, Youth and the Women enterprise funds.

      c. Kenyans are go getters, socialized to fend for themselves and believe that their destiny is in their hands. Kenyans are aggressive, and this makes opportunities avail themselves because once you engage with the society you begin to see the gaps to be filled.

Is there anything about entrepreneurial leadership that you would want to comment on as we conclude the interview?

As long as technology takes over 40% of Jobs previously done by people, the only industry to develop is that of self-employment which eventually leads to entrepreneurship. Supporting this industry is the only way to realize the development goals; deliberate nurturing of entrepreneurial skills among the youths and supporting them in the realization of their ideas.