

Entrepreneurial Leadership

PART I: LEADERSHIP TAXONOMY AND ENTREPRENEURSHIP

The interest in entrepreneurship has been an area of leadership that has been researched and theorized and to date is still in a formative stage as to what defines an entrepreneur. Theorists vary in their philosophy of what constitutes or creates entrepreneurial leadership. Research has proposed that entrepreneurs may be more intuitive, possess unique psychological needs (Baum & Locke, 2004), motivated by a need to achieve (McClelland, 1985), more organized than others or are prone to taking on high risk challenges (Malach-Pines, et al, 2002). Whether the theory is motivational, environmental, or innate qualities the argument is: What traits and behaviors do entrepreneurial leaders have that cause them to launch new organizations, services or products that other managers or business owners have not thought of?

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To begin the analysis, what behaviors define an entrepreneur? Gartner (1988) proposes that “entrepreneurs create organizations” (p. 11). Lazer (2005) clarifies this theory by adding that entrepreneurs have the not only the ability to create an organization but also the skills to gather resources to collectively perform in an efficient manner. For the purpose of this discussion an entrepreneur will be defined as a leader that takes action to fulfill an unmet need by creating and developing a solution that is implemented through the formation of an organization.

An entrepreneur engages in energetic behaviors in conjunction with social networking in order to innovate and instill a competitive advantage. (De Carolis & Saporito, 2006). To support this theory, this author proposes an entrepreneurial behavioral theory and taxonomy that entrepreneurs are different from other leaders because: 1) they create; 2) they solve problems; 3) they take action; 4) they lead; and 5) they build organizations. Each of these behaviors generates leadership competencies that differentiate and contrast an entrepreneur from a business owner or leader. In other words, these five behaviors are consistently visible in entrepreneurial leadership compared to the behaviors of other managers, leaders or business owners. For example, other types of leaders or managers may portray only one or two of the five entrepreneurial behaviors.

The leadership theory proposed is that an entrepreneur depicts all five behaviors with each behavior leveraging into the other until all five behaviors co-exist to define the characteristics of the entrepreneur as portrayed in the entrepreneurial taxonomy (see Appendix).

DEFINING CHARACTERISTICS

For an entrepreneur to discover an unmet need, create a solution, and implement

the solution by launching an organization, the individual has acquired a unique set of behaviors to accomplish this objective. The author proposes five defining characteristics of successful entrepreneurs to include behaviors of: 1) innovation; 2) achievement; 3) action; 4) leadership; and 5) organizational growth. These characteristics or attributes of the entrepreneurial leader are proposed from the research of several thought leaders.

Research indicates that entrepreneurs have a propensity to take on more challenges, be more persistent and engage in a higher level of risk taking experiences than other leaders (Malach-Pines et al., 2002). As an entrepreneurial

leader, the proposed five behaviors are critical to success as each validates personal character, the ability to handle uncertainty and the confidence and “organizational savvy” to understand organizational strengths and weakness. In summary, the behaviors provide a foundation for the entrepreneur to expand not only the formation of a business, but support the probability as a contributor to global leadership (Gregersen, Morrison & Black, 1998). The following discussion provides clarity and evidence of each defining characteristic within the entrepreneurial leadership behavior theory.

“Tomorrow’s business leader, it is clear, will need to be able to organize for entrepreneurship . . . will have to know how to anticipate innovation and how to make innovation economically effective”

Continuous Innovator

First, an entrepreneur is an innovator. He or she has a keen sense of discovering and creating solutions to unmet needs that others have perhaps not thought of or considered. “Tomorrow’s business leader, it is clear, will need to be able to organize for entrepreneurship . . . will have to know how to anticipate innovation and how to make innovation economically effective” (Drucker, 1969, p. 280). Locke (2000) describes this innate talent as entrepreneurial vision. The vision, or as Baum & Locke (2004) suggest the “foresight” to uncover “the potential of some market, technology, product or service” (p. 596), is an entrepreneurial skill that defines the initial creation of entrepreneurial leadership. The entrepreneur’s passion to see possibilities, create new paradigms and pursue their dreams is what drives him or her to the next discovery. Honig (2001) describes the discovery process as “critical to entrepreneurial activity” (p. 23). This defining characteristic of entrepreneurial leadership provides the organization a competitive advantage to pursue business initiatives that others have yet to foresee, encourage or practice (De Carolis & Saporito, 2006).

Achievement Driven

Now that the vision has been revealed, an entrepreneur is driven by a compelling purpose to make the new discovery a reality. “Entrepreneurs often

do seem like special people who achieve things that most of us do not achieve” (Gartner, 1988, p. 22). Activities such as brainstorming, mind mapping, and possibility thinking are examples of idea generation that entrepreneurs formulate to generate possible avenues toward the envisioned solution. The intensity and optimistic manner in which an entrepreneur proceeds to theorize and devise potential products or services ignites a collection of options that may or may not be feasible, factual or data-driven. This entrepreneurial approach to “strategy formulation” produces possibilities and levels of thinking that may baffle the conventional thinker (Covin, Green & Slevin, 2006). This outcome of confusion in conventional thinkers is a component that distinguishes the entrepreneur from the ordinary leader. In times of confusion, adversity, and anxiety the entrepreneur transforms what could be counterproductive emotions to fueling achievement, commitment and persistence. These entrepreneurial types truly enjoy channeling obstacles into getting things done almost to the degree of what Clifford & Cavanaugh (1985) refer to as “obsessive commitment” (p. 13).

An entrepreneurial leader is committed, passionate and direct about their beliefs, core values and leadership philosophy.

Takes Action

Managers have ideas, provide suggestions and pursue options that data reflects will have a greater chance of succeeding than failing. In contrast, entrepreneurs just do it. In other words, entrepreneurs take action from their gut, intuition and instinct rather than contemplate over whether the decision or recommendation will work. This ability to take action and engage in risk taking may have advantages and disadvantages. The advantage may be if the decision doesn’t work the entrepreneurial style is to take action on an alternative decision. This aptitude to be proactive, implement and persistently believe in the proposed solution provides the entrepreneur with an entrepreneurial orientation that may elevate an organization to a higher level of strategy achievement. Covin, Green & Slevin (2006) propose the disadvantages to the entrepreneurial pace to include: 1) engaging in a non-participative style of decision making; 2) creating a higher rate of failure; and 3) slowing the rate of learning from previous failures. In contrast, Cope (2005) proposes an entrepreneur has a keen sense and “an ability to cope with problems and to learn from those problems” (p. 377). The entrepreneur’s coping ability to learn from past and current mistakes enhances their entrepreneurial development and application to pursue future business initiatives. The coping skill to take action by being able to “recognize an opportunity and make the appropriate decision (Cunningham & Lischeron, 1991, p. 46) may signify and formulate a difference between an entrepreneur and a leader. Gartner (1988) suggests that entrepreneurs are experts in knowing what problems are a priority and those that need not be acted upon.

Authentic Leader

An entrepreneurial leader is committed, passionate and direct about their beliefs, [core values and leadership philosophy](#). To be authentic is to be true. Followers respond to leaders that are true to themselves and to others. Self

leadership is being true to one's character. Research indicates that entrepreneurs are stronger in emotional intelligence by turning adversity into determination, frustration into motivation and stress and anxiety into self-reflection (Cross & Travaglione, 2003). Authentic leadership mirrors truth to others. Entrepreneurs express authenticity by communicating their emotions, addressing situations head on and expressing their point of view for improvement (Cross & Travaglione, 2003). Hogan, Curphy & Hogan (1994) suggest “that leadership is persuasion, not domination. Leadership only occurs when others willingly adopt, for a period of time, the goals of a group as their own” (p. 493).

Entrepreneurs lead with a passionate style, setting the example, and genuinely replicating the essence of leadership (Hargrove, 2003). This authentic style of leadership is the outcome for entrepreneurial leaders that create enormous outcomes. From innovation, to achievement to action – an authentic leader influences others over and over through the substance of their message and what they stand for.

Organization Builder

When interpreting what an entrepreneur primarily does, research indicates that those thought leaders that have studied the phenomenon concur that an entrepreneur is an organizational builder (Gartner, 1988). With skills ranging from business “formation, growth and expansion” (Cope, 2005), the entrepreneur pursues and persists to create a unison of people that will help him or her fulfill his or her innovations and solutions. With this sense of purpose the entrepreneur works on becoming proficient in organizing and managing a business. The global business perspective of the entrepreneur differentiates from a leader as entrepreneurs are typically multifaceted in multiple functions of the business and fulfill many roles and responsibilities to ensure the organization succeeds (Lazear, 2005).

An entrepreneur not only physical grows a business they know that people are the core of business success. Though coaching and mentoring the entrepreneurial leader believes that by “knowing oneself” and “continually learning” they will be able to duplicate themselves through others which will lead to continuous growth and development, both physically, externally and internally. This perspective provides the entrepreneur with the freedom to move on to the next challenge by establishing a culture in which a business may become self-sustained. The theory proposes that an entrepreneur leads by innovating, achieving, taking action and being authentic. When all 4 taxonomy levels have been accomplished an organization grows through the diffusion of entrepreneurial knowledge and social networking.

TAXONOMY INTENT AND CONCLUSION

The proposed taxonomy suggests that without innovation or discovery of an idea the entrepreneur has little to achieve. Once the idea or vision is forming the entrepreneur becomes achievement driven. Through passion and purpose

the leader promptly takes action. The ability to act and “do it” requires risk and belief which propels the entrepreneur into [authentic leadership](#). From the authentic leadership experience the entrepreneurial leader attracts followers in which knowledge is shared, a culture of teamwork is created and an organization has been built.

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PART II: PROFILE OF AN ENTREPRENEURIAL LEADER

Herb Kelleher is known as one of the most successful entrepreneurs for discovering Southwest Airlines. During a dinner conversation, Kelleher and his co-founder, Rollin King, drew their entrepreneurial discovery on a cocktail napkin launching a vision that would change the airline industry forever (Keidel, 2005). This unique example of how the business was launched introduces a level of informality that carried Kelleher through twenty-eight years of prof-

itability in the airline industry. Through Kelleher’s leadership, Southwest Airlines reached a level of success that had never been achieved in airline history (Bird, 2003).

Kelleher’s triumph was driven by his ability to lead and his theories of leadership. Through Kelleher’s entrepreneurial years there were four primary leadership guidelines that had driven Southwest Airline’s success. Kelleher believes that a leader should: 1) Create a culture that “nurtures and allows for constant change” (Darling, Gabrielsson & Seristo, 2007, p. 5); 2) be humble by interacting with others on a level playing field; 3) provide opportunities for people to have fun at work; and 4) continually inspire and influence the entrepreneurial spirit by encouraging employees to make decisions.

Kelleher embraces relationship theories in his leadership style. First as a transformational leader he focuses on the connections he makes with others through his personal core values of humility, openness and trusting others to do their job. He utilizes a transformational leadership style to inspire and engage the hearts and minds of others to do what he is committed needs to be done. Second, his charismatic persona is not only his approachability but his essence, or moral fiber, which people are attracted to. Sankar (2003) defines charismatic leaders as those that “utilize empowering strategies rather than controlling strategies to influence followers” (p. 45). This style of leadership reflects Kelleher’s character as he portrays not just charismatic communication skills but authentic, ethical leadership. The combination of character and charisma as proposed by Gibson & Blackwell (1999) is not only what made Kelleher an innovator and achiever in relationship to the taxonomy; these attributes also leveraged him to the next taxonomy level of authentic leadership. As the thought

leaders state, “Kelleher is an ideal example of a charismatic leader who has avoided the controversial and ethical dilemmas of charisma” (p.1).

LEADERSHIP CHARACTERISTICS

Upon completing a synthesis of Kelleher’s paradigms for entrepreneurial leadership compared to the proposed leadership taxonomy, the following discussion reveals that the entrepreneur indeed has components of each taxonomy element. The discussion pursues this discovery and suggests that each component of the taxonomy builds upon the next for entrepreneurial leadership success.

Continuous Innovator

The taxonomy proposes that an innovator is one that continuously engages in discovery, vision and creation. The ability to innovate generates a keen sense of awareness, insight and creativity to solve unmet needs that others have perhaps not thought of or considered. Kelleher not only personally practiced these attributes of innovation, but primarily used a leadership style in which he influenced others within the organization to become intrapreneurs. His philosophy was that new ideas are generated from associates that are closest to challenging situations that can help provide solutions to meet customer needs. By encouraging idea generation and risk taking, each intrapreneur will satisfy their primary needs for leadership, achievement and affiliation (Clifford & Cavanagh, 1985). The results led to a multitude of intrapreneurs within Southwest Airlines who were encouraged to practice innovative thinking. Kelleher’s approach to innovation was to provide a safe environment where mistakes are allowed, employees learn by doing and members within the organization feel they can be trusted to generate new ideas and decisions that will result in customer satisfaction. Darling & Beebe (2007) refer to this assumption as “a safe/fail” environment in contrast to “a fail/safe organizational culture”.

Kelleher’s theory of innovation not only created a forum for innovation, but also provided Kelleher the propensity to trust first before waiting to see if members could be trusted. By trusting and valuing people, Kelleher was able to socially engage more members in his vision by increasing his level of delegation so associates could try out their innovative thinking.

Achievement Driven

Now that the discovery of a solution of idea has been created, an entrepreneur is driven by a compelling purpose to make the new discovery a reality. “Entrepreneurs often do seem like special people who achieve things that most of us do not achieve” (Gartner, 1988, p. 22). In Kelleher’s case, his alignment with the taxonomy components of passion, driving purpose and contrary thinker are validated in his ability to achieve more than others by socially networking with competitors, politicians, employees and customers in order to persuade them toward his purpose. Christensen (2002) proposes that an entrepreneur must operate within a social network aligned with the organization’s values in order

to pre-empt failure.

As a contrary thinker, Kelleher approaches people with value but will not hesitate to be firm and short with those that present conflicting recommendations from the principles in which he leads and operates. Impending failure may cause an entrepreneur to shut down, deviate from their core values, and refrain from gaining insights and new knowledge that would guide the entrepreneur to a different course of action (McGrath, 1999). Kelleher, the master of “win/win partnerships” (Gissoni, 2002) notes the value of getting support from stakeholders both inside and outside the organization to maximize organizational success.

Managers have ideas, provide suggestions and pursue options that data or facts suggest will have a greater chance of succeeding than failing. In contrast, entrepreneurs just “do it”.

Takes Action

Managers have ideas, provide suggestions and pursue options that data or facts suggest will have a greater chance of succeeding than failing. In contrast, entrepreneurs just “do it”. In other words, entrepreneurs take action from their gut, intuition and instinct rather than contemplate over whether the decision or recommendation may or may not work. Herb Kelleher is the essence of entrepreneurial action.

In contrast to an entrepreneur that may stagnate at the achievement level of the taxonomy, Kelleher goes to the next level by proactively engaging associates to solve the problems of internal and external customers in order to get immediate results. Melymuka (1998) refers to Kelleher as a leader that is “oriented toward results, not process” (p. 70). Examples include investing in high-tech weather technology and reservation systems to solve problems now rather than looking for options or alternatives to lower costs. Through this “take action” mode in which some have referred to Kelleher as the “energizer bunny of the skies” (Gibson & Blackwell, 1999), he involves others compared to taking on the mission alone. The ability to influence others is how he gains momentum by mastering the top two components of the taxonomy: authentic leadership and organizational builder.

Authentic Leader

An entrepreneurial leader is committed, passionate and direct about his or her beliefs, core values and leadership philosophy. To be authentic is to be true. Followers respond to leaders that are true to themselves and to others. Self-leadership is being true to one's character. Research indicates that entrepreneurs are stronger in emotional intelligence components by turning adversity into determination, frustration into motivation and stress and anxiety into self-reflection (Cross & Travaglione, 2003)

For the vision to flourish a strong leader must exist in contrast to a strong manager. An entrepreneurial leader provides the foundation for keeping the entrepreneurial spirit flowing. Specifically, Kelleher sets the stage for open communication channels by creating an organizational structure where ideas and information flow freely. This means that all members within the organiza-

tion are to be receptive to anyone's suggestions, innovative thoughts are to be proposed to anyone regardless of position, and an update is to be provided back to the innovative thinker within one week of the proposed idea (Cohen, Watkinson, & Boone, 2005). The qualities of commitment, openness and honesty to people are what generates productivity and validates why Southwest associates believe their job is important and primary to building the organization (Lucier, 2004).

Organization Builder

When interpreting what an entrepreneur primarily does, as proposed earlier in the taxonomy, those thought leaders that have studied the phenomenon concur that an entrepreneur is an organizational builder (Gartner, 1988). With skills ranging from business "formation, growth and expansion" (Cope, 2005), the entrepreneur pursues and persists to create a unison of people that will help him or her fulfill his or her innovations and solutions.

Kelleher recognized three areas of leadership vital to success. First, trust that people will make the right decisions; second, if something isn't working abandon it; and third, network and socialize with others to ensure other thought leaders provide guidance when times get tough.

To accomplish these objectives the entrepreneur must refrain from getting involved in the day-to-day details of running the business. "A primary factor that prevents the creation of a culture of excellence within many contemporary organizations is that they are often over-managed and under-led" (Darling, Gabrielsson, & Seristo, 2007, p.6). Kelleher practiced the art of "letting go" by encouraging people within the organization to take action, learn from their mistakes and solve their own problems. This ability to trust, be patient and allow for errors to occur does not come naturally to entrepreneurs (Matta & Ashkenas, 2003).

Entrepreneurs are notorious for hanging on to their ideas, even if they are not working. Kelleher suggests that entrepreneurs need to let go of their ego and stop doing what is not working rather than permit a failure to drain organizational resources. For example, Kelleher uses an analogy of a science experiment. If the experiment fails, then you move on to doing something different to make the experiment work rather than continue to sustain the same process. This exercise in humility is a core value that Kelleher espouses within his leadership style and the mission statement of the organization (Bird, 2003). Kelleher's philosophy is that "our primary potential enemy is ourselves, not our competitors" (Lucier, 2004).

CONCLUSION

This researcher developed and proposed the entrepreneurial leadership taxonomy prior to selecting Herb Kelleher as the entrepreneur to profile. After researching the entrepreneurial characteristics of Kelleher in comparison to the taxonomy components the taxonomy appears to have significant alignment with

the proposed succession of taxonomy elements as well as descriptors. After reviewing Kelleher's profile and conducting research on his leadership style, the emphasis of his entrepreneurial spirit has been accomplished through others. Examples include themes of generating value to internal and external customers; living life with adventure; joking and having fun; listening to improve the customer experience; and knowing when not to innovate if the idea does not generate customer value. With this insight, the taxonomy could be refined by perhaps reviewing the third tier of taxonomy, "Takes Action", to include components that involve others in contrast to the current emphasis of how the entrepreneur individually takes action on his or her vision. More research is needed in this area prior to making the change to the "Takes Action" component and descriptors as the majority of entrepreneurs may primarily involve others in the fourth and fifth tier of the taxonomy as it is presently designed.

PART III: GLOBAL INFLUENCE ON CREATIVITY

Herb Kelleher launched Southwest Airlines at a time when competition was immense, customers were searching for the lowest airline ticket, the unions were unyielding and the industry itself was suffering from erratic performance. The pressure to discover, provide and fulfill a need to offer a faster, low-cost service in contrast to riding a bus or taking a train was imminent. Kelleher took on that challenge by creating a strategy to "draw travelers not from other airlines, but from cars, buses and trains, by providing them the least expensive and fastest service available" (Lucier, 2004, p. 2). For this strategy to come to fruition, Kelleher became a master communicator that not only influenced others in the newly formed organization but redesigned the airline industry. For this achievement Kelleher was awarded the "Lifetime Achievement Award by the Strategic Management Society (SMS)" (Lucier, 2004, p. 2). The SMS is an association of global strategists from academia and corporate perspectives.

Kelleher's dream was an immense undertaking. In 1971 there were economic considerations, industry complexities and large barriers to entry within the airline industry that would have to be overcome in order for this vision to turn into reality. The following summarizes the global pressures that occurred during Kelleher's entrepreneurial journey and aligns the proposed entrepreneurial taxonomy components with Kelleher's actions as he encountered and created a strategy in order to obtain leadership success.

CREATIVITY IN ACTION

An entrepreneur's primary function is to take a thought or sighting and formulate a solution into a new way of thinking (Darling, Gabrielsson & Seristo, 2007). This ability to create and innovate may produce a feeling of overconfidence resulting in the entrepreneur's decision to underestimate how long and what resources are needed to fulfill his or her vision (Hayward, Shepherd, & Griffin, 2006). This was definitely the situation with Kelleher. Kelleher would envision a new strategy of what could be achieved with such an

optimistic spirit that he generated numerous possibilities rather than potential obstacles. Hayward, Shepherd & Griffin (2006), refer to the “overconfidence syndrome” as the hubris theory of entrepreneurship. The hubris theory proposes that by believing anything is possible the prospect of the entrepreneurial venture to potentially fail is accelerated. In Kelleher’s situation this was not the case. In contrast to the majority of entrepreneurial tendencies, the authors propose in their theory that the skill of overconfidence may be tempered through social networking by “attracting resources, especially from impressionable stakeholders” (Hayward, et al., p. 170). Kelleher’s ability to socially network and engage others in his vision propelled him to overcome global hurdles that were sure to cause distraction and complexity as he aspired to continue his aviation mission.

GLOBAL CHALLENGES AND PRESSURE

As Kelleher was launching his strategy to diversify the way the world would respond to commercial aviation, the environment in which the entrepreneur was operating involved many trials and tribulations. DiPietro (2003) proposes that for an entrepreneur to be able to be innovative, two components must exist. First, a favorable environment; and second, a courageous entrepreneur that is not risk adverse. At the time Kelleher launched Southwest Airlines one of the two components was present – a bold entrepreneur but not a favorable environment. Kelleher faced three primary global challenges that showcased his ability to not only innovate, achieve and take action (all components from the proposed taxonomy) but also how to overcome the global pressures of the airline industries’ greatest obstacles: deregulation; mergers and acquisition activity fighting for market share; and the constraints of operating under The Wright Amendment.

DEREGULATION

Due to deregulation of the airline industry, airlines were forced to redefine their niche in the market. The Airline Deregulation Act of 1978 created pressure throughout the industry to become “the competitor” as this signified the location of where airlines would conduct business (Farris & Pohlen, 2006). According to Toh & Higgins (1985), the preferred strategies to remain competitive were for airlines to make their presence known and become the carrier of choice within the region. The options Toh & Higgins proposed to be successful under the circumstances included for the business to: 1) take action by increasing the number of flights offered; 2) acquire a fleet of smaller aircraft; 3) establish a hub; and 4) offer routes that are exclusive to the carrier.

Kelleher’s model for Southwest Airlines followed this proposal as his strategy by selecting “Love Field over Dallas-Fort Worth Airport and Hobby over Houston Airport to avoid losing its feeder traffic to the main airports” (Toh & Higgins, 1985, p. 16). This entrepreneurial spirit to “take action” on airports that were less known would in Kelleher’s model provide the opportunity to enhance Southwest Airlines presence by establishing hubs, obtaining a fleet of

smaller Boeing 737s, and providing exclusive routes and schedules that would align customer needs to Southwest's model. This approach would ensure each Southwest flight would be filled to capacity. These actions were examples of Kelleher's ability to innovate, achieve, take action and build an organization as proposed in the entrepreneurial leadership taxonomy.

Mergers and Acquisitions

In a two year period between 1985 and 1987 there were twenty-four mergers and acquisitions (M & As) within the United States jet airline industry (Jordan, 1988). Southwest Airlines was performing at a profit in 1984 and with the M & A activity the concern arose that airlines would gain market share and monopolize the airline industry. New challenges arrived as for some airlines did not stay profitable due to merger problems. They incurred substantial losses as they struggled to handle integration troubles associated when companies acquire one another. Instead of gaining market share as was the purpose for merging, they were dealing with bottom line losses. This unstable market generated high levels of uncertainty which resulted in customer dissatisfaction and lesser market share for some.

Kelleher was able to overcome the obstacles that came with M & A involvement. For example, in 1986 Southwest Airlines has its highest year in profits while being involved in an acquisition with TranStar (Jordan, 1988). TranStar was an acquisition and was not merged with Southwest. Because of TranStar's ongoing losses Southwest Airlines discontinued TranStar's services in 1987.

The factors that contributed to Southwest Airline's success compared to those airlines that did not succeed were numerous. Researchers agree that Kelleher's business strategy; leadership style; and legendary networking skills were the entrepreneurial tools he leveraged to take what could have been daunting obstructions to new processes, technology innovation and organizational design (Alamdari & Fagan, 2005; Jordan, 1988; Whitelegg, 2005). For example, Kelleher worked with team members to develop the first on-line reservation system in 1996 to ensure his "hybrid low-cost model" returned high profits as well as satisfying the needs of the consumer. (Alamdari & Fagan, 2005). This invention drove low-cost airfares throughout the globe and influenced the affordability of airfare for people all over the world.

In sum, there is evidence that Kelleher led Southwest Airlines through these uncertain times and maintained a substantial profit while other organizations were floundering; revealing more evidence of Kelleher's leadership attributes are displayed in relationship to the taxonomy components.

The Wright Amendment

The outcome of deregulation created The Wright Amendment which was designed to restrict large aircraft from flying to cities within a designated service region. Initially, The Amendment included the states of Arkansas,

Louisiana, Oklahoma and New Mexico and in 1997 the Shelby Amendment added Kansas, Mississippi and Alabama to the regulations set for the service area within The Wright Amendment (Farris & Pohlen, 2006). The Wright Amendment provided a safe haven for Kelleher's strategy of providing lower cost airfares with direct flight destinations where larger aircraft were not permitted to fly.

At first while Southwest was growing, The Amendment prevented airlines from flying into Love Field that held more than fifty-six passengers which allowed Southwest to gain control over the market share within the region. However after 8 years of following The Amendment restrictions, which only allowed Southwest to fly within the boundaries of Texas, Kelleher and his team went to the Texas Supreme Court followed by the U.S. Supreme Court and argued that The Amendment was outdated and limited the organization's growth. It was through the Southwest's solid, customer-driven service culture within the state of Texas that their loyal customers eagerly helped expand the business once The Amendment was lifted. "To this day Southwest remains the most successful airline in the United States and the most copied in the world (Whitelegg, 2005).

CONCLUSION

The taxonomy proposes that an entrepreneur is a continuous innovator by engaging in the phases and behaviors of discovery, vision and creativity. What this means is that in order for an entrepreneur to handle the global barriers to entry they must be a rugged individual that is diverse from others. Entrepreneurs thrive on pressure, whether global or internal, as they are achievers that prefer to work through challenging situations to reap the rewards that occur throughout the journey. An authentic entrepreneur knows how to create "major structural social change" (Drayton, 2005). It is through global influences that Kelleher become a change maker. By being able to handle the ongoing, environmental changes Kelleher had the creative influence to turn what some may have called adversity into prosperity. In his own words, Kelleher (1998) describes an entrepreneurial spirit as "people who are willing to take a chance for an unguaranteed future return, people who are willing to upset the present status quo in the face of criticism, and people who are willing to take a plunge into the unknown to remake the future" (p. 2). It is through Kelleher's personal commitment to his vision that he is risk-taker, innovator, creator and achiever that became not only an organizational launcher but also an organizational builder.

PART IV: CHANGE LEADERSHIP AND ETHICS

The premise of the proposed taxonomy is that successful entrepreneurs innovate and become achievement driven by creating a vision with possibilities and a purpose for initiating change. In opposition to the taxonomy, there are those entrepreneurs that may fail to take action on their vision because they lack the ability to lead change and take action. These types are innovators and

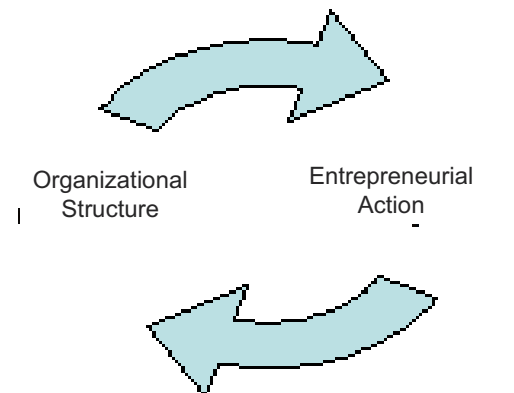
achievement driven but fail to ascertain the elements of entrepreneurial leadership success. This assertion may be illustrated by Michael Leblanc an airline entrepreneur that has envisioned and launched three airlines, at three separate times with one failing after the other. The latest failure was Jetsgo Airlines. All three entrepreneurial attempts failed by not being able to keep Leblanc's vision from facing bankruptcy (Alexander, 2005).

In contrast to Leblanc, entrepreneurs like Kelleher succeed because they are change agents; they inspire others to believe in their cause in order to ignite a spirit; and have a conviction in others to engage in their purpose. Graetz (2000) proposes that this leadership energy equates to the entrepreneur's charismatic style in order to create in others a capacity for change. It is through the application of the complete entrepreneurial taxonomy that the entrepreneurial leader discussed in the paper, Herb Kelleher, has shown evidence that all taxonomy attributes must be put into practice to sustain the entrepreneurial vision.

Kelleher the Change Leader

Entrepreneurs not only need to personally take on the attributes of being a change agent in order to lead change; those that are successful involve others within the organizational structure. Entrepreneurship is creating a "mutually producing relationship between action and organizational or social structure" (Walley & Taylor, 2002, p. 33). As shown in Figure 1 the mutual relationship of structure to entrepreneurial action is the basis for sustaining change.

Figure 1: Leading Change through Mutuality



Note: Graphic adapted from *The Constitution of Society: Outline of the Theory of Structuration*, by A. Giddens, 1984, Cambridge: Polity Press.

Kelleher realized the importance of creating internal and external networks by developing the intrapreneurial spirit at Southwest Airlines with employees throughout the organization and generating alliances outside of the organization that would mutually benefit all. Scott (2007) refers to these alliances as "exchange networks" or "elite interlock networks" that pool their expertise together to arrive at a win/win when difficult situations may arise.

To illustrate the ability of Kelleher as a change leader to mutually satisfy an entrepreneur's actions within the organizational structure, at one point during his role as C.E.O. several employees decided to decertify from the union. While this difficult situation was occurring there was unrest among the workers; concerned that if they did not have union representation perhaps they would lose their security and hope of being treated fairly. Kelleher proposed that he provide a personal contract with the workers that outlined how conflicts would be handled, procedures for communications and a process for arbitrations (Kelleher, 1997). The purpose of this change was not to solve the problem through a written contract. In contrast, the change was to build the trust and bridge the gap between the perceptions of management and workers. This change was a stepping stone to building positive relationships that resulted in the organization not having any grievances for one year after the contract was agreed upon.

The taxonomy suggests the attributes of risk taking, problem solving and being proactive as essential components for an entrepreneurial leader to take action and lead change. This example of Kelleher's ability to take on a challenging situation and make a positive, long-term change is evidence that the taxonomy components are representative of entrepreneurial leadership.

Leadership Style

When the vision is understood and the leader is credible, followers are able to understand the purpose of the change, how they fit in and what the outcome of the change will provide for them as well as for the organization. This form of transformational leadership "builds its path on the leader's vision" to ignite those within the organization to go "beyond the status quo (Khan, 2006, p. 65). Not only does this style of leadership align with leading change, the entrepreneurial aspect of purpose and vision is an expectation from followers to aid them in coping with the proposed change (Woodward & Hendry, 2005).

What are the characteristics of Kelleher that contribute to his success in leading and managing change? Thought leaders on this subject have unique perspectives. Weiss (2001) proposes that leading starts with "absolute integrity"; Patton (2002) suggests that staying engaged and communicating the vision is paramount; Bruhn (2004) argues that leading is believing and demonstrating that "members are the organization's greatest asset" (p. 133). All three of these thought leaders have described the leadership characteristics and behavior of Kelleher's success. His entrepreneurial leadership and spirit is an example of how change is successfully led.

The proposed theory of leadership and taxonomy argues that successful entrepreneurship requires a leader to take action in alignment with the core values of the organization and the intent in which they lead. According to Sankar (2003), the melding of empowerment, charisma, abstaining from evil by leading with integrity is what constitutes a transformational style of leadership. Transformational leadership is a combination of charismatic attributes and authentic leadership. Kelleher's style as a transformational leader has driven not only

change but he has also exposed how to become an authentic leader along the journey.

Authentic Leadership

The proposed entrepreneurial leadership theory suggests that an entrepreneurial leader is one that takes action to fulfill an unmet need by not only creating and developing a solution but also by implementing the solution through the formation of an organization. A successful change leader and entrepreneur is an organizational builder that networks and appeals to the social needs of the internal and external environment. The taxonomy reflects that the entrepreneurial leader has not only the ability to take action and lead change but to lead within the boundaries of his or her personal core values which in essence reveals the entrepreneur's true character.

Challenges to the core values of the entrepreneur occur each and every day. In today's competitive market to become more globally accessible, entrepreneurs may be persuaded to engage in unethical behaviors in order to meet the demands they perceive are required to do business. This pressure to conform perhaps incurs from lack of experience in the business market, financial constraints, high barriers to entry or a compelling drive to succeed at all costs. Tonoyan et al., (2006) refers to these influences as institutions within the external environment that may cause an entrepreneur to refer to corrupt practices. Some thought leaders propose the notion that the entrepreneurial spirit encourages unethical choices (Hannafey, 2003). Ranging from how an entrepreneur formulates his or her strategy to day-to-day decision making, the research from Hannafey concurs with Tonoyan et al (2006) that environmental factors may detrimentally influence entrepreneurial actions. In contrast to the environment, the entrepreneurial role itself is determined to be conducive to ethical behaviors. This researcher agrees with this conclusion. It is not the entrepreneurial role, position or spirit that generates unethical behavior it is the lack of discipline and conviction to stay true to ethical codes of conduct that result in unethical leadership.

Ethics "deals with the distinction between what is right and wrong" (Morris et al., 2002, p. 332). This means an entrepreneur is capable of making ethical choices and may often encounter environmental influences to test his or her convictions. The critical element is that all entrepreneurs do not have the propensity to employ their values when confronted with unethical situations (Hannafey, 2003). Through discipline the authentic leader stays true to he or her values and convictions which are the guiding principles of how he or she makes decisions. Metzger, Dalton & Hill (1993) remind us that "values are what you say you believe; ethics are how you actually behave" (p. 32).

Kelleher is an example of behaving as an authentic leader. Through his many acts of leadership he had demonstrated his commitment to the taxonomy components of character, core values and self awareness by being "totally true to himself and totally consistent"; "the public Herb is the private Herb" (Yeh &

Yeh, 2004).

Throughout the research of Kelleher's leadership style the consistent message is what you see is what you get. Kelleher has been referred to as passionate, confident, walks the talk, has fun and is known for making a difference with those he works with. In his opinion, when it comes to ethics the most important commitment to ethical behavior is to "be yourself" (Kelleher, 1997). Although one could conclude or surmise what "be yourself" means; Kelleher suggests that by using common sense, having fun, and by trusting others a community of respect and productivity will flourish. Southwest Airlines code of conduct is based on a casual approach to instilling ethical behavior. Although they have a written code of conduct, the organization prefers to "treat each other with common sense – that people would know how to be honest" (Blank, 2003, p. 2).

A Social Entrepreneur

Kelleher's experience of entrepreneurial success instilled a need in Kelleher to craft a strategy for developing a forum in which future leaders could study the science and the art of entrepreneurship. His vision was to provide entrepreneurial opportunities to future entrepreneurs by forming the Herb Kelleher Center for Entrepreneurship at the McCombs School of Business located at the University of Texas in Austin.

Kelleher's commitment to giving back to the community to inspire future leaders and organizations is a reflection of his authentic leadership where his purpose is primarily "to create social value, rather than personal and shareholder wealth" (Zadek & Thake, 1997, p. 31). His donation of \$4 million dollars in 2001 to The University of Texas at Austin in addition to time and expertise makes public his intention of what Austin, Stevenson & Wei-Skillern (2006) refer to as the social entrepreneurship framework: integrating people (students and faculty) with capital (\$4 million) to provide a much needed opportunity (education of entrepreneurship).

In the case of Kelleher it is not the drive of organizational success that has precipitated his social entrepreneurial aspirations. Kelleher believes that through his good fortune, ethical values and humility he may influence and instill what Mintzberg (1987) refers to as a "cycle of change" (p. 72). In sum, through strategy, vision, experience and ethics, an entrepreneur has emerged into a social entrepreneur through his leadership commitment – living his core values.

RECOMMENDATIONS AND CONCLUSION

Kelleher is not an ordinary entrepreneur that just envisions an idea and formulates an organization based on meeting the needs of future customers. Kelleher is an entrepreneur that has made a noteworthy difference and footprint in the airline industry, in Southwest Airline's model for success and in the personal lives of many whom have had the opportunity to work with him. He is a

leader that exudes leadership behaviors which align with all attributes of the proposed taxonomy. He has propelled himself as a model entrepreneurial leader in which future entrepreneurial leaders can learn from.

Even though Kelleher is a leader in which one would want to mirror, the following recommendations from this researcher would aid in duplicating and multiplying Kelleher's success in a fashion that would help future leaders and organizations to grow and develop in their performance. The recommendations include succession planning, building leadership bench strength, and incorporating Kelleher's knowledge of building a powerful and productive culture throughout the organization compared to becoming the culture magnet to which members in the organization have become attracted to.

The risk that occurs from Kelleher's personality of a charismatic leader is his leadership aura. When a charismatic leader presents a vision of what a follower wants to hear, the leader becomes the savior, or hero, to the existing problem that the follower is experiencing (Raelin, 2003). It is not uncommon that a member of a top management team in an organization to be known for their charismatic style which causes members to flock to their "pleasing personality" and the notion that this leader is "extraordinary". The risks that may occur from this type of leader-follower connection include: 1) follower's tend to need the leader's daily dose of inspiration to keep them motivated; 2) the charismatic leader is great at inspiring but lacks substance in their message; and 3) when the charismatic leader leaves the organization the followers are lost – they simply feel a sense of defeat and often struggle to keep the organization's momentum in a positive direction. It is this sense of loss in Kelleher's leadership style that perhaps may be Southwest Airline's greatest challenge as they attempt to do business without him.

Succession Planning and Development

When Kelleher retired from Southwest Airlines the leadership of the organization was transitioned to two colleagues that had worked with Kelleher for over 30 years, Colleen Barrett and James Parker. With this leadership changeover the organization's culture started to falter. The organization's turnover increased from 5% to 10% as a result of Barrett and Parker having a significant difference in leadership styles compared to Kelleher. For example, Barrett and Parker had served as operational leaders and task managers and when awarded the positions of CEO and COO have come across as more reserved and business-like compared to Kelleher (Smith 2004). The regression of the transformational leadership style from Kelleher to transactional leadership or Barrett and Parker has fractured the culture where perhaps the airline may suffer challenges in employee morale, productivity and efficiencies compared to Kelleher's commitment to engaging the hearts and minds of the people. To prevent this abrupt transition, Kelleher needed to select leaders on the top management team that emulated his style of leadership to ensure the transition of leadership was as smooth as possible. Currently the differences in leadership

styles are being attributed to an abrupt change in culture which is creating instability in the work force resulting in increased turnover. Khan (2006) reminds leaders when making this magnitude of change that in order to be successful “it is necessary that these inconsistencies should be removed and to make it more credible, an environment of trust and openness has to be created” (p. 64).

Leadership Bench Strength

Kelleher needed to have strengthen his future leaders in entrepreneurial orientation to ensure the leaders within the organization could continue his strategy of “innovativeness, proactiveness, and risk taking” (Cools & Van den Broeck, 2007, p. 27). The present leaders tend to have more of a “knowing style” in which leadership behaviors are primarily logical, and objective which come across to the organization’s population as impersonal and systematic (Cools & Van den Broeck, 2007). Although these behaviors are important to aspects of managing the organization, the emphasis on culture in which Kelleher utilized as his primary tool for organizational success must be incorporated to ensure the leaders lead the organization inconjunction with the skill set of managing.

Kelleher is an example of a “star leader” where the culture of Southwest was Kelleher himself in contrast to the culture living within the members of the organization. When a CEO has the star power to become “the culture” this ability is effective while the entrepreneurial leader is present; it becomes a liability when the transition of leadership occurs to the new CEO. Kelleher needed to create a culture within the intrapreneurs that were challenged to make decisions on the task side of the business to also take on the responsibility of leading the culture throughout the network. Since the members relied on Kelleher’s transformational style “to be” the culture the change in leadership had a negative impact.

Knowledge Distribution

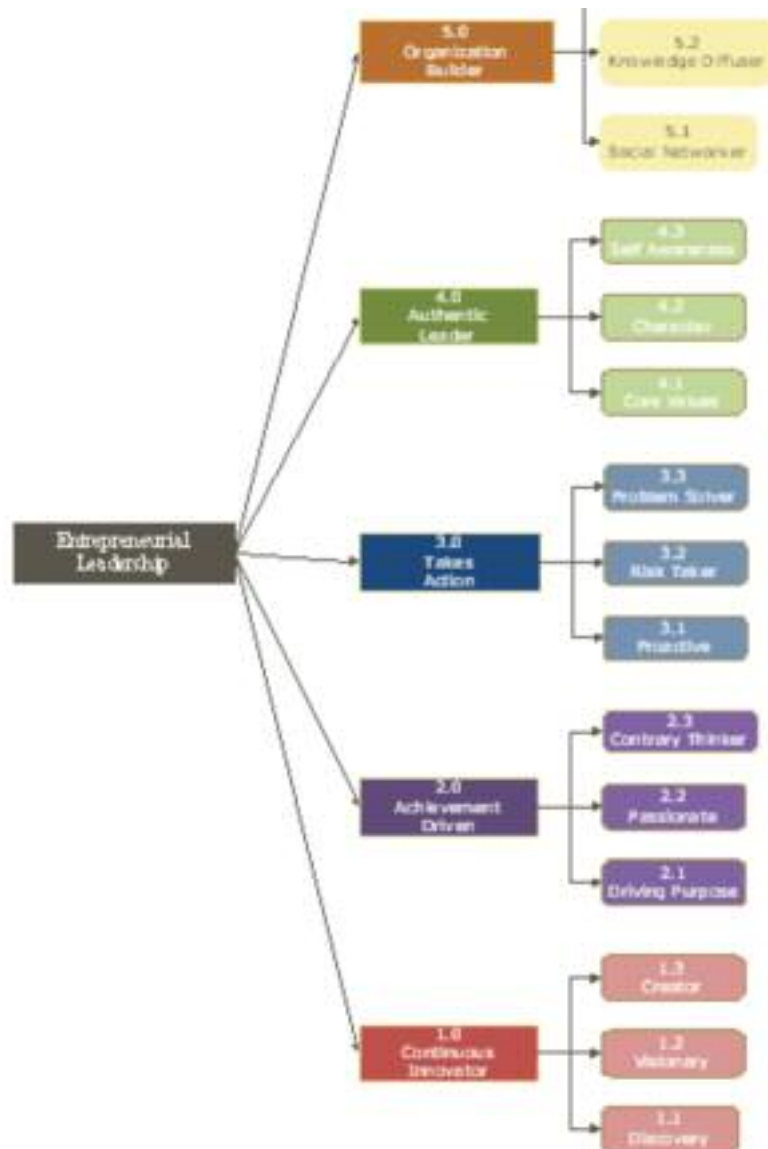
Kelleher knew how to grow and build an organization. The problem that occurred is that he did not teach others how to do it. It is not uncommon for leaders or experts that are talented in a particular area to have difficulty teaching others how to duplicate their talent. Although Kelleher set an example in many ways, the recommendation is that he would have developed a university within his own organization that specifically was designated to instill within the organization how to acquire the entrepreneurial spirit in relationship to each member sustaining the culture. This recommendation is not to be confused with the training the Southwest provided in the areas of having fun, making decisions and satisfying the customer. Kelleher perhaps has some aspects or tendencies of being in the limelight of success rather than being a teacher of building a culture. Tichy (2002) suggests that the source for leaders must be a “teachable point of view” comprised of ideas, values, emotional energy and edge. This means that the framework for leadership is centered on winning principles that

are based on ethical choices and decision making which the leader in turn teaches others.

In sum, all of the recommendations gravitate around the topic of the importance of the entrepreneurial leader leaving a culture where the organization is sustained and positioned to continue on the path of success in contrast to weakening and in some cases failing when the entrepreneur leaves the organization. After researching and reflecting on entrepreneurial leadership theories and models of success, it is with this consideration that this researcher would add to the taxonomy element of “organization builder” the leadership behavior of “organizational sustainability”. This additional component of the taxonomy would complete the entrepreneurial journey to ensure their legacy lives on.

APPENDIX A

Entrepreneurial Leadership Taxonomy



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