The influence of self-leadership on an entrepreneur

A Qualitative Content Analysis of Brazilian and Indian Entrepreneurs
Abstract

In this research, we have investigated the entrepreneur and how he or she can use self-leadership in order to exercise leadership. An entrepreneur is a global phenomenon and entrepreneurship is part of it, in both as being developed or underdeveloped. On how entrepreneurs engage with passion in the creation of a business venture is something that is somehow similar for each individual despite the different nationalities. However, how he or she develops the needed tools and develops leadership skills to conduct his or her business venture.

To study this, we have conducted a qualitative content analysis with interviewees who are entrepreneurs either from Brazil or India to investigate on how being an entrepreneur can benefit through self-leadership. We therefore derived from the existing construction of self-leadership and its dimensions in order to use the abductive approach in the qualitative content analysis. We have therefore collected data through semi-structured interviews. Then we analyzed the content of the answers and linked the emerging data to the existing literature review on the entrepreneur and self-leadership. Furthermore, we analyzed how an entrepreneur can benefit him or herself from self-leadership as an individual and how he or she can use it in order to develop leadership skills. Our findings link the literature of the entrepreneur as an individual and his or her use of self-leadership in order to achieve and succeed.

Keywords

Entrepreneur, Entrepreneurship, Self-leadership, Leadership
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Brazilian Institute of Geography and IBGE Statistics

Global Entrepreneurship Monitor GEM
Gross Domestic Product GDP
Revised Self-Leadership Questionnaire RSLQ
1 Background

Our starting point for this study is related to our backgrounds, interests, exposure to multicultural environments, future plans and specializations. Primarily we were interested in Startups (entrepreneurship) and we shared the same notion when it came to the knowledge gap we possessed about being an entrepreneur. So, we decided to investigate the literature of being an entrepreneur. But then, due to our interest in leadership we have decided to study both fields collectively in order to improve our theoretical knowledge within these two subjects. A crucial contribution then would be to find some real case-examples that could support the theoretical knowledge that we were going to generate through the research. We decided then to interview some candidates that would be suitable and perhaps can validity our research (Brown 2014). Having this background, the following section will focus on the introduction.

Introduction

In the end of the 20th century and in the beginning of the 21st century. The world has faced many changes and it was especially influenced by the advent of internet. The following emergence of smartphones connected us even more with the internet and has improved the possibility of starting businesses, reaching a larger market. However, the emergence of new companies that involved in creating-apps and influencing the daily life of people is not yet at its final-stage. It is to say, development is racing at a rapid pace and we can already see on how our lives have changed due to the technological development for the past twenty-years.

Many innovations that have been incorporated by large firms have emerged since the late 1970’s to the early 2000’s, from Microsoft, Apple, SAP, Google, to Facebook, Spotify and Uber. Among them, Spotify and Uber are two kinds of companies that could only exists with the use of smartphones. Yet, there are still many companies to be launched and that will launch products that will most probably have a great impact in our daily-lives. Despite being global players, these companies we have mentioned previously, started from the will of an individual i.e.; of an entrepreneur. Many such examples are for instance - Bill Gates, Steve Jobs, Elon Musk or Mark Zuckerberg. All these individuals have started small and today they are giants within their business. Some even, do not possess a proper or completed education, because they have engaged on their dream of being entrepreneurs.
According to the Global Entrepreneurship Monitor (GEM), in their Global Report of 2017/2018, survey conducted with fifty-four countries, with participants aging between 18 and 64 years, representing 67.8 percent of the world’s population and 86.0 percent of the world’s GDP, they came with the perception that 70 percent of the interviewees have identified the entrepreneur as being one with a high status in the society. 61 percent of the interviewees perceived that an entrepreneur had a positive image in the media (GEM 2017/18), and that 76.2 percent of the working age adults observes entrepreneurship as being a good career choice. In support, Pitts (2008) claims that an established business has the blueprint of the leader’s (founder) personality and “successful entrepreneurship requires the effective leadership of people, resources, and process to create new value” (Reid et al. 2018, p. 150).

In order to study an entrepreneur, it is rather required to have knowledge about other related concepts in the field; for instance, entrepreneurship and the literature on entrepreneurship is rather new in academics. It was not until the 80’s, that authors showed some interest in this field. In accordance to a senior faculty member at the Harvard Business School, entrepreneurship is like a “an intellectual onion. That you peel layer by layer and at the end you are left with nothing, but you are somehow crying” (Cole 1968; Drucker 1985; Kirzner 1973).

However, it was not until the early 1990s, entrepreneurship received the attention of many scholars and then became a major topic of interest. It has become an academic discipline in the late 2000s, at first, in Anglo-Saxon countries (Meyer et. al 2014, pp. 473-474). As per Kirby (2008), “entrepreneurship is the ability to create and build something from practically nothing. It is initiating, doing, achieving and building an expertise or organization, rather than just watching, analyzing, or describing one. It is the knack of sensing opportunity where others see chaos, contradiction and confusion” (2009, p. 160). Furthermore, it is a complex phenomenon meaning it cannot be defined and has limitations. It is fluid in its universal definition and its variety allows endless possibilities to specific ventures especially in a social setting (Wickham 2006, p. 9).

Other concepts related to entrepreneurship are entrepreneurial & entrepreneurial process. Entrepreneurship is a study of the entrepreneurial process in which the entrepreneur plays the main role (Wickham 2006, pp. 3-4). Entrepreneurial on the other hand is an adjective that describes how the entrepreneur undertakes his interventions. Within this understanding of concepts entrepreneurial process directs us towards entrepreneur’s creation of value through business ventures (Wickham 2006, pp. 3-4).
From this social setting, entrepreneurs tend to create value and the value creation is appreciated from a social and economic point of view (Wickham 2006, p. 9).

The term “Entrepreneur” first came into existence in the early 17th century and today it is used both in everyday conversation and as a technical term in management & economics. Initially, it was referred to people with money that were willing to invest. Some claim that the entrepreneur puts a lot of hard work in harnessing the resources to enable his or her vision as a reality. Some related the entrepreneur to some important tasks like; owing organizations, founding new organizations, bringing innovations to the market, identification of market opportunities, application of expertise, provision of leadership and managing his or her business venture (Picken 2017, pp. 7-8).

Some other characteristics of an entrepreneur are; to be recognized as a ‘great person’ and the one who is capable to organize and pass a message in a manner which others may recognize as great. Some recognize the entrepreneur as one who is a social misfit and who can create value from his or her own misplacement. From the societal point of view, there is no single type of personality for an entrepreneur. His or her personality can vary from extrovert to introvert, from being aggressive or being passive, being spontaneous or being reserved, being internally or externally oriented. However, he or she is often recognized from his or her capability to impose his or her personality and he or she may also be recognized by his or her personality traits, social development approaches and cognitive approaches (Wickham 2006, pp.12-14).

According to Hines (2004), an entrepreneur must have several qualities. These qualities are difficult to list in an order of priority to succeed. There are qualities that are both essential and inherent to all successful entrepreneurs. Some of those qualities are honesty, intelligence, skillfulness and education on the chosen field of action (not necessarily formal), besides these mentioned qualities, other paramount skills needed for entrepreneurs to succeed are; energy level (motivation), ego, courage, enthusiasm, desire to make money, creativity, resourcefulness, tenacity, and leadership (Hines 2004). As we want to add the dimension of leadership to being an entrepreneur, that is a valid form of entrepreneurship, but it is not what we have investigated on this thesis. On the other hand, there are times when the entrepreneur has employees, so he or she needs to lead other people in order to get things done or to develop an enterprise (Scheer, 2009 p. 12). In an early stage of a business venture, it is possible that an entrepreneur even
perceives leadership development as a way of compensating for the constraints of small non-specialist management teams (Leitch, McMullan and Harrison 2012, p.358).

**Provision of leadership as an important characteristic for an entrepreneur**

Leadership for an entrepreneur has become seemingly important due to challenges faced in a management setting. It is claimed that entrepreneurs are dependent on people and that he or she needs the support of people. It might be both from within and outside the organization. Therefore, entrepreneurial leadership emerges as something needed for an entrepreneur to run his or her business (Sklaveniti 2017 p. 204).

Among many, Reid et al. (2018) claims that many of the qualities or characteristics required for an entrepreneur are the same as those required to be a leader. In many areas, the studies of leadership and entrepreneurship have influenced each other (Reid et al. 2018). Some of the thematic areas that overlap between entrepreneurship and leadership such as; *vision, influence, creativity and innovation, planning and dispositional and cognitive approaches* (Reid et al. 2018, p. 152). Therefore, leadership remains as an integral component of entrepreneurship research (Simsek et al. 2015, cited in Reid et al. 2018).

One such way for an entrepreneur to improve his or her life and his or her entrepreneurial business is perhaps by pursuing “self-leadership to more effectively lead him or herself”. As it is argued that it is only possible to lead others by leading oneself (Furtner, Baldegger & Rauthmann 2013). Primarily, leading oneself is related to the concept of self-leadership and self-leadership can be learned and applied through a specific set of behavioral and cognitive strategies (D’Intino et al. 2007, p.105).

Therefore, if leadership is significant for entrepreneurship, an entrepreneur may use self-leadership as a starting point towards developing his or her leadership skills.

In support, many scholars claim that leadership is understood as something that can be either thought or learnt (Doh 2003). And for an entrepreneur – leadership has become a needed skill and self-leadership is seen as a needed provision (e.g., Manz & Sims 1991; Pearce 2007; Reichard & Johnson 2011).

Furthermore, leadership can be seen from different perspectives and within different frames of reference depending on the maturation of a corporation. However, in startups, the leader usually learns how to be a leader through the entrepreneurial process. He or she may have a vague notion of what is to be a leader or how can he or she become a
leader at the start of their business venture, but as it is evolving process it mostly happens during the development of the business venture (Leitch, McMullan & Harrison 2012, p.348). Thereby, one who aims to become a leader can develop leadership through the entrepreneurial process. To cope with the leader role, an entrepreneur can deal with self-leadership and adopt it as a significant contribution (Furtner, Baldegger & Rauthmann 2013).

**Entrepreneurship in Brazil and India**

We chose to interview individuals from our respective countries because we felt that they would fit the profile of the kind of entrepreneur suitable for our research. Also, due to the minimal knowledge and similarities facing our countries. Both countries have gained depth in the recent years, economically, they have a Gross Domestic Product (GDP) among the 8 largest GDPs in the world (World Bank 2018). More importantly, the countries account for two out of the five largest populations in the world.

After a crisis that started in 2014, Brazil finished 2017 with a GDP of 1.796 trillion US dollars (World Bank 2018). The country has a population of approximately 207.7 million people and life expectancy of 75.5 years at birth (World Bank 2018). According to the Brazilian Institute of Geography and Statistics (IBGE), the country had technically left the recession that left over 13.7 million people in working age unemployed (IBGE 2018). In 2015, there were approximately 4.6 million active companies in Brazil with 40.2 million people working for them of which 6.6 million as partners or owners. Of these companies, 54 percent had at least one employee (IBGE 2017). However, Brazil is still a country where starting a business is considered to be difficult and it ranks 176 out of 190 countries in a list made by the World Bank (2018). Other issues related to doing business according to the World Bank (2018) are that entrepreneurs in Brazil in terms of acquiring a loan are ranked 105 out of 190 and in paying taxes 184 out of 190 countries. The country’s overall position was 125 out of 190 in terms of entrepreneurship (World Bank 2018). Often bureaucracy and corruption are seen as ties for business development.

The other country we chose, India, is separated from Brazil by 14,766 kilometers. India closed 2017 with a GDP of 2.264 trillion US dollars and a population of approximately 1.3 billion people. Its population life expectancy at birth is 68.5 years (World Bank 2018). In present day conditions the Indian economy is booming and holds the 7th position among the world’s largest economy. Accordingly, the unemployment in India
was 4.8% in 2015. The Global Entrepreneurship Monitor (GEM), reported 4,750 startups in 2015 (GEM 2016/17), and with an employment of 85,000 people and an estimation of 10,000 new startups by 2020. Much due to government investments in entrepreneurship and female entrepreneurship aside with a vocation for computer technology development. In 2017 India ranked in the position of 156 out of 190 countries in terms on how easy is to start a business and ranked in the position of 100 out of 190 for doing business in an overall. It also ranked in the place 29 out 190 for loan access and 190 out of 190 for paying taxes (World Bank 2018).

Our choice to interview the entrepreneurs from India and Brazil is just to contribute to the theoretical knowledge we have acquired during the process of writing this thesis.

1.1 Justification of the Research Question

We believe that the topic of entrepreneur and self-leadership is not only relevant to us but also to the academic society and we would also like to generate a learning experience to the reader. Therefore, we bring to our research the perspective of leadership development through self-leadership and how it can be applied with the framework of an entrepreneur. Furthermore, we think that the thesis will be able to give a broader perspective on how can one lead-oneself as an entrepreneur to lead. Given, that neither leadership nor self-leadership is new to the academic field. But the influence of self-leadership on an entrepreneur and his development in the process is rather new to the academic field.

The major reason behind why we chose to interview entrepreneurs from either Brazil or India lies in our heredity. If we compare with an entrepreneur in Scandinavia where ‘an entrepreneur can remain an entrepreneur meaning he doesn’t really have to entail a leadership role that is perhaps because he or she can freely run his business that is based on a digital source due to the available technological advancements or because leadership doesn’t receive such recognition or seen as required to succeed in comparison to Brazil or India. As in these countries the entrepreneur is embedded by societal connections and the recognition of being a leader’s

Thus, these countries have certain similarities that makes the notion of being an entrepreneur quite different from Sweden. Firstly, because they are developing countries. Secondly, they are heavily populated making entrepreneurship a socially related activity.
1.2 Research Question

Having this background, our aim was to investigate the relation between an entrepreneur, self-leadership and leadership. Our research question is therefore formulated as;

*How can self-leadership influence an entrepreneur in being a leader?*

By investigating this research question, we would discuss the influence of self-leadership on an entrepreneur. We felt inspired by this topic due to our studies in the field of leadership at Linnaeus University.

1.3 Structure of the Content

Our thesis is divided into five parts. The first part is the introduction in which we present the background of our research, the research question and its justification. Also, why it is a significant topic to conduct a study and the study scope and its limitations.

The second part is focused on the literature review through which we intend to present to the reader an overview of the entrepreneur and the construct of self-leadership.

The third part consists of the methodology and the analytical framework that we chose. The data collection which has been influenced by the literature review. At this point we clarify why we chose qualitative research instead of quantitative method. We also explain how we have collected and analyzed the data basing on the method within the stated limitations.

In the fourth part, we made a qualitative content analysis of the interviews, observations, literature review and other documents in order to build a theoretical input about how does the entrepreneur use self-leadership to lead. For that, we have selected entrepreneurs who are actively engaged in entrepreneurial ventures that have been operating for more than two years. The time frame of two years is presented because we think that it is richer if an interviewee has already experienced being an entrepreneur and a leader for a certain period.

On the fifth and final part, we will also present our findings, conclusion and some limitations of the study sample that we came across during the research, and of course, some recommendations for further research.
1.4 Limitations

Our study is limited by the following aspects. These aspects are related to the limitations that we have set as criteria to set the scope of the study and it is not related to our samples or findings limitations.

The entrepreneur-leader Archetype

We are aware that leadership and entrepreneurship are broad fields of study. However, within our study, we do not present a broader understanding of self-leadership on the entrepreneur leader archetype as described by Mayo and Nohia (2005). This is an archetype in which the entrepreneur is a superman who revolutionize processes, sometimes industries, creates new business, marshal’s resources and identify opportunities, overcomes seemingly insurmountable obstacles and persevere in finding or launching something new (Mayo & Nohia 2005).

Instead, our study has focused upon how self-leadership can influence an entrepreneur exercising leadership on his or her own business venture. The concept of leadership is not easily understood without relating it to one’s task, role, personality and the entrepreneur’s style of management and issues with leadership (Wickham 2006).

Influence of national cultural dimensions

We understand that the entrepreneur is influenced by the national culture he or she is embedded on. But we would avoid the comparison of national cultural aspects into the research because our focus is not to base our study on culture. Instead to derive on how self-leadership might affect an entrepreneur, meaning we might have even interviewed entrepreneurs in Sweden for instance. But then, the outcome and our focus might not be fulfilled or related to us.

We also presume that we can benefit our understanding and have a deeper understanding with the conducted interviews while conducting the interviews in our native languages. Besides, self-leadership deviates from adaptation of the national cultural context whenever evaluating its influence on a person (Alves et al. 2006).

Gender and age issues

We have not focused on any issues pertaining to gender or age. We understand that individuals are influenced by their own identity and they face different set of challenges, as per his or her gender or age. Our understanding is that this study is not limited by
gender and age issues and that all possibilities on how an entrepreneur can use self-leadership on becoming a leader will not be covered, but we give some practical examples within the entrepreneur’s personal context.

**Financial performance of the companies from the interviewees**

The financial performance of the companies of the interviewees was not used to measure effectiveness or success of the entrepreneur. Our aim was to analyze the entrepreneur as a leader of his or her business venture and how he or she is influenced by self-leadership. The financial performance is important to the survival of an enterprise but being a leader in an organization is not limited to its financial performance.

**Entrepreneurs engaged on single business ventures**

We have not investigated the influence of self-leadership on entrepreneurs who are engaged on individual business ventures and who has no one to lead.

That is a limit because our focus is on the exercise of leadership of an entrepreneur inside his or her organization and his or her perception within a context where he or she has followers.

**Industry related issues**

We have not analyzed the impacts of a single type of industry in terms of how it can affect the self-leadership of an entrepreneur. The industry in which the interviewees are entrepreneurs engaged are part of the business venture and the entrepreneur’s context as it is with national culture. We believe that self-leadership has a broader influence on the entrepreneur beyond the industry of the entrepreneur's venture.
2 Literature review

The literature review reflects from our data interpretation and is seen to generate knowledge we want to acquire by conducting this study. The relevant literature review can enhance the validity and reliability of the research, its credibility, truthfulness and demonstrate rigor, present scientific and creative aspects to generate, give credibility and applicability of the research (Corbin & Strauss 2015, pp. 342-346).

Our primary focus in this section will therefore be to underline the literature related to entrepreneur and self-leadership that we base our analysis upon.

2.1 An Entrepreneur

According to Wickham (2006) defining entrepreneur and placing it within a conceptual framework is seemed to be a difficult task. It’s not because there is lack of definitions, but because there are many definitions in the literature of management and economics that rarely agree on the essential characteristics of an entrepreneur. Therefore, he suggests that the entrepreneur must be analyzed according to his tasks, his role and as a person. (Wickham 2006, p. 4).

In support, Kalantaridis (2004) argues that one of the reasons behind the failure in developing a broadly accepted conceptual and methodological framework for the study of entrepreneurship is the multidisciplinary character of the work done previously (Kalantaridis 2004, p. 1). Indeed, when one intends to analyze an entrepreneur he or she should take into consideration the purpose of his or her analysis. As the entrepreneur can be an economic actor, approach and characterize him due to his psychological characteristics or either due to his social influence (Kalantaridis 2004).

Following this section, we will investigate the literature review focusing on ‘the entrepreneur as an individual’.

2.1.1 The Entrepreneur as an Individual

A definition of an entrepreneur cannot be as such established and in no possibility can referred to as a certain stereotype. But it is argued that they are some similar characteristics and patterns that can perhaps direct us into the personality types. For instance, Hornaday (1982) has explored around 40 traits associated with entrepreneurs and Gibb (1990) some 12 and Timmons et al. (1985) 19. Some of them are similar but not all of them (Kirby 2008, p. 108).
Timmons et al. (1985) claims that some attributes that entrepreneurs possess are; total commitment, determination and perseverance, drive to achieve and grow, orientation to goals and opportunities, taking initiative and personal responsibility, persistence in problem-solving, veridical awareness and a sense of humor, seeking and using feedback, internal locus of control, tolerance of ambiguity, stress and uncertainty, calculated risk-taking and risk-sharing, low need for status and power, integrity and reliability, decisiveness, urgency and patience, dealing with failure, team-builder and hero maker, high energy, health and emotional stability, creativity and innovativeness, high intelligence and conceptual ability, vision and capacity to inspire.

All these behaviors vary depending on the situation the entrepreneur finds himself. In most of these situations the entrepreneur learns or acquires. This is also to say, the entrepreneur as such is not a complete product but is someone that always undergoes development (Kirby 2008, p. 109). However, it would be relentless to say that all the attributes presented by Timmons are possessed by an individual. Along the process, the individual combines one or more attributes but in most cases learns (Kirby 2008, p. 109).

Another author that reflects on the entrepreneurial types is Lessem (1986b) and he then identifies seven entrepreneurial types.

<table>
<thead>
<tr>
<th>Entrepreneurship Type</th>
<th>Personality Type</th>
<th>Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovator</td>
<td>Imagination</td>
<td>Originality, Inspiration, Love, Transformation</td>
</tr>
<tr>
<td>New Designer/Enabler</td>
<td>Intuition</td>
<td>Evolution, Development, Symbiosis, Connection</td>
</tr>
<tr>
<td>Leader</td>
<td>Authority</td>
<td>Direction, Responsibility, Structure, Control</td>
</tr>
<tr>
<td>New Entrepreneur</td>
<td>Will</td>
<td>Achievement, Opportunity, Risk-taking, Power</td>
</tr>
<tr>
<td>Animator</td>
<td>Sociability</td>
<td>Informality, Shared Values, Community, Culture</td>
</tr>
<tr>
<td>Adventurer</td>
<td>Energy</td>
<td>Movement, Work, Health, Activity</td>
</tr>
<tr>
<td>Change agent</td>
<td>Flexibility</td>
<td>Adaptability, Curiosity, Intelligence</td>
</tr>
</tbody>
</table>

Table 1 Lessem’s (1986b) model on seven entrepreneurial types

Given, these different types of entrepreneurs it is to say that depending on the task they resemble different personalities (Kirby 2008, p. 109). As such Lessem’s (1986b) contribution is vital to the study of entrepreneurs’ due to these distinctions;

- reasserts that entrepreneurs can be found within large as well as small organizations. It is to say that an entrepreneur can begin his or her venture from
different platforms. More importantly they are highly adaptable to their surroundings (Kirby 2008, p. 110).

- entrepreneur can’t be categorized into a single notion and can be combined within different characteristics.
- there is much given attention to attributes of entrepreneur.

Lessem (1986b) in his study on entrepreneurs keeps his readers in the thought that they always develop during their ventures (Kirby 2008, p. 108). Another author that gives some early insight dating back to 1973 is Smith. He then identifies two types of entrepreneur perhaps not suitable for present day conditions. These two types are craftsmen and opportunists. The archetypal craftsperson is a lonely soul that values his or her independence and can be considered as introverts. Whereas, the opportunist possess considerable amount of self-confidence, has an outgoing, cosmopolitan personality - perhaps more relevant for our study.

However, Lessem (1986b) study points towards some major psychological characteristics of an entrepreneur would be to take risks, need for achievement, locus of control, desire for autonomy, deviancy, creativity and opportunism, and intuition (Kirby 2008, p. 111).

Given these various psychological characteristics with the presumed limitations let's have a look for Need for achievement theory (nAch) by McClelland (1961). He claims that entrepreneurs have a high need for achievement and they chose situations that are well capable but then it is not a finished product. As it would take further polishing of the role;

- individual responsibility
- moderate (not high) risk-taking
- knowledge of results of decisions’
- novel instrument activity
- anticipation of future possibilities

McClelland (1961) here emphasizes that entrepreneurs seek achievement more than money and it is achievement that motivates them thoroughly (Kirby 2008, p. 111). However, nAch theory of McClelland (1961) somehow lacked empirical research support, meaning that he was lonely in his findings. This was due to a major distinction
that emphasizes achievement over money for entrepreneurs. This is due to some contradictions in course literature that diverts us towards entrepreneurs that don't think they are entrepreneurs and for them achievement is not necessarily is required. For some entrepreneurship is about exploring something new without any curiosity. The exceptional ones are those that fall into the framework of leadership and for them it is a personality attribute to attain success.

This is also due to the desire for autonomy, entrepreneurs want to be in control and want to receive recognition for their actions (Deci, Ryan 2008). A major attribute that these entrepreneurs possess is strong individualism and freedom. These are required characteristics as they are free to engage and involve in ventures with utmost flexibility. This is also being one of the reasons why they can excel once they attain leadership roles if applicable because they grow constantly (Kirby 2008, p. 111).

An interesting approach on how entrepreneur could also be being presented by Kets de Vries (1997). He argues an entrepreneur is also derived from the kind of difficulties he faces, could be childhood or other circumstances. Where he didn’t receive recognition and that makes him one with low self-esteem, lacks the ability to reflect critically and one who dreams of being in total control independent of everything and everyone (Kirby 2008, p. 113). One of the reasons to exemplify why entrepreneurs take risks.

Creativity and opportunism is also an attribute that is closely related to entrepreneurs because being creative gives enormous room for trying new methods and represent authenticity. It could perhaps be authenticity in Leadership. Timmons (1989) and Whiting (1988) are ones that reflect on this attribute. They claim that being creative is to think in non-conventional ways, to challenge existing assumptions, and to be flexible and adaptable in their problem-solving - as such much needed characteristics. As such assumed to be core principles of creativity and creative process (Kirton 1976; Solomon and Winslow 1988). However, some might argue that entrepreneurs are perhaps more opportunist. So instead of creating something new some might seek an opportunity. In some cases, innovation can be combined to opportunity (Kirby 2008, pp. 113-114).

An unusual explanation of what an entrepreneur constitutes is given by (Carland, 1982). He emphasizes that entrepreneurs are intuitive rather than rational thinkers. Instead of using structured, analytical approach to problem-solving, giving attention to detail, adherence to rules and systematic investigation (Kirby 2008, p. 114). They give much reasoning to intuition, this is problematic when you investigate pragmatic leadership
that is affected by its surroundings. Moreover, intuition cannot be always explained in theoretical terms.

We have seen through our literature review the various characteristics, attributes and driving forces that describe an Entrepreneur. Some authors make recommendations that favorable to our research and some authors very distinctive claims that perhaps are difficult to comprehend within our research. Some rather unusual explanations perhaps hard to relate them to success an entrepreneur seeks through his ventures. However, through the claims made by different authors we found the suitable and essential data that we can base our study on. As we believe that it is very crucial to understand the concept of entrepreneur as being fluid. Given, we have the total possibility to explore on our research and contribute with our study to the academic field.

More specifically to leadership, so the next section in this chapter of literature review focuses on ‘the entrepreneur as a leader’.

2.1.2 The Entrepreneur as a Leader

In recent years entrepreneurship has received various forms of criticism due to lack of agreement on how to measure entrepreneurial traits or on which instruments to use. The lack of standardized definition of the entrepreneur and entrepreneurship was also one of the main reasons (Kirby 2008, p. 116). Given, this challenge to study an entrepreneur other way that involved cognitive study seemed to come with some claims. The focus was then on individual attitudes and their behavior. They are many reasons why one becomes an entrepreneur. But the reason itself it not crucial because it doesn’t say much about an entrepreneur. Some vital aspects that according to Kirby in addition to attitude was achievement (Kirby 2008, p. 118).

Within achievement, Kirby (2008) suggests two models that is self- efficacy and intrinsic motivation. Self-efficacy claims ‘the strength of an individual’s belief that he or she is capable of successfully fulfilling his or her tasks (Chen, Greene & Crick 1998, p. 301). The individuals that explore this kind of self-efficacy are also those that approach difficult tasks as challenging goals and maintain strong commitment to those tasks. Accordingly, they possess certain specific characteristics that are based on the whole venture. That perhaps includes failure, objective and analytical skill, judgmental towards oneself when faced with failure (Kirby 2008, p. 118).
The second model as suggested within achievement is intrinsic motivation. This model has explicit societal value and influence on an entrepreneur. It is to say that the intrinsic motivation of an entrepreneur reflects his extrinsic motivation. It is also because they enjoy what they do in comparison to those who base their entrepreneurial activities only on extrinsic motivation (Kirby 2008, p. 119). Those who base their activities on extrinsic motivation are often seeking profit and are least bothered with their representation.

Nevertheless, personalities with intrinsic motivation are those who have strong economical and societal focus. For them society is a priority and they prefer favoritism from the society. They also possess high-level of self-confidence that they increase their ability to achieve anything. Finally, that they feel it is intrinsically rewarding (Kirby 2008, pp. 119-120). As we have looked at some insights from Kirby (2008), what seems to be essential to study an entrepreneur being achievement and the two models within - intrinsic motivation, self-efficacy.

A concept that indents all the various personality traits, attributes, characteristics, success and achievement. Given, that being an entrepreneur is undefined. We will investigate some more reflections on ‘entrepreneur as a leader’ because Kirby (2008) also tries to show the reader that the entrepreneur is also ‘one that can make things happen’ (Kirby 2008, pp. 118-119).

Keeping in mind the notion of ‘make things happen’, Kirby (2008) enriches the readers with some essential attributes that he seems important to understand ‘the entrepreneur as a leader’. As mentioned earlier he touches upon being creative (authentic), highly motivated - motivating others, and on how he or she seeks achievement with emphasis on success. Given, he provides the reader with a suggestive leadership style (Kirby 2008, p. 159).

In his book on Beyond Rational Management (Quinn 1988), introduces a concept of ‘competing values framework’. In this model, he touches upon some of the characteristics, driving forces and to a large extent on personal attributes that are crucial for an entrepreneur in leadership context.
Figure 1: (Kirby 2008, p. 160) – Quinn’s competing values framework competence and leadership role
These personal attributes and some practical issues that could perhaps raise are well been reflected by various authors earlier (Kirby 2008, p. 160) in an explanatory manner. But Quinn focusses on four segments that are flexibility, control, internal and external. Within these segments he refers to human relations model, open systems model, internal process model, rational goal model (Kirby 2008, p. 161). By presenting this model Quinn exhibits a framework where he provides the reader with tools that he claims are vital for understanding ‘entrepreneur as a leader’.

As mentioned earlier motivation is also an attribute that is widely discussed. The major claim is that it can lead to ‘personal peak performance’. An author that reflects on this aspect of performance is Garfield (1986) where he refers it to be a personality trait. Also, a combination of one or more attributes. Those are a sense of personal mission (results orientation), the ability to work both independently (self-management) and as part of a team, the capacity to self-correct and seek change (Kirby 2008, p. 161).

In support to Garfield's claims on ‘peak-performance’, Adams (1984) suggests that are there are six conditions. Those being commitment, challenge, purpose, control, transcendence and balance. He mentions commitment being the most important of them. As it shields people from workload stress (Pines 1980), increases high levels of performance (Vaill 1982) and the care they show to perform such tasks (Garfield 1986). To summarize it is commitment that leads to positive outcomes, results and solutions.

As mentioned earlier they are indefinite number of versions of an entrepreneur. One such definition is also on ‘entrepreneurial leader’. An entrepreneurial leader is one with the ability to anticipate, envision, maintain flexibility, think strategically and work with others to initiate changes that will create a viable future for the organization (Kirby 2008).

Another definition presented by Tichy and Cohen (1998, p. 21) in this context of ‘entrepreneur as a leader’ that claim leadership as being thinking, judging, acting and motivating than about strategies, methodologies and tools.

But some being more important than the others;

**Having a vision**: entrepreneurial leaders seek constant change and always look for a better way to perform the task. They not only identify the problem but also look at the solution.
Setting the tone and determining the values of the organization: there is much focus on their values and that reflect them on their daily activities.

Developing others: always engaged in teaching themselves and others as a part of positive development.

Exhibiting and creating positive energy: they work hard and thus show determination, enthusiasm. Trying to create a sense of urgency and emphasizing that a problem doesn't go away unless it is properly dealt. Setting goals, achievement and success is also equally important.

Facing up to reality and making tough decisions, often with imperfect information: having excellent decision-making skills and they don't usually deter from the consequences of these decisions (Kirby 2008, p. 175).

As mentioned before an entrepreneur is evolving individual and for him there is no end to seek new opportunities, challenges. Accordingly, McGrath & MacMillan (2000), claim that the entrepreneurial leader seeks success in the new opportunities he takes up.

The literature review on ‘entrepreneur as a leader’ and on a ‘entrepreneur’ have reflected on some very common attributes and qualities that would become the basis for our analysis. It can be said that in most cases an entrepreneur is not seen as a leader, but perhaps is one. As the core principles that an entrepreneur exhibits are also core to ‘entrepreneur as a leader’. Also, giving a possibility to critically reflect on both concepts and in giving a momentum to this study.

We therefore believe that - “an entrepreneur is one that makes things happen, seeks challenges, defines goals and chases them, has a vision to start with and accordingly shares them with others, evolves into a leader – accordingly adapts, commits himself and has a high-level of intrinsic motivation, seeks opportunities, has high desire for autonomy and to seek out opportunities, developing others and finally exhibits and creates positive energy”. This derived definition from scholarly interpretation of an entrepreneur is what we base our analysis upon. However, it would be interesting to see the outcome of the interviews.

As a next step to ‘entrepreneur as a leader’ the following section of the literature review will focus on ‘self-leadership’.

18
2.2 Self-leadership

Self-leadership is a concept that has appeared in the 1980s and is defined as “a process in which an individual influence himself to achieve self-direction and self-motivation needed to perform” (Houghton & Neck 2003, p.126). It can be applied through specific behavioral and cognitive strategies which one can make use to positively influence personal effectiveness (Neck & Houghton 2006, pp. 271). Since its creation, self-leadership has gained popularity among scholars and even executives who have used self-leadership concepts through training programs to increase self-leadership skills in the workplace (Neck & Houghton 2006, pp. 270-271).

In our thesis research, our aim is to analyze how self-leadership influences an entrepreneur. Various studies have shown three main dimensions present in self-leadership: (a) self-behavior; (b) self-reward/punishment; (c) constructive ways of thinking (Prussia, Anderson & Manz 1998 and Houghton & Neck 2002). Therefore, these dimensions will be addressed throughout this chapter to the reader to attain a broader understanding of the concept of self-leadership.

![Figure 2 Factor model of self-leadership, based on Houghton & Neck 2002](image)

The self-leadership concept is grounded on psychological theories as it is mainly related to cognitive and behavioral theories (Neck & Houghton 2006). Therefore, one can learn concepts and techniques on how to apply self-leadership in order to obtain benefits such as empowerment of the individual, innovation and creativity capacity (Yun, Cox & Sims Jr 2006, and DiLiello & Houghton 2006).

The above shown strategies that are the basis for self-leadership will be discussed in the next section.
2.2.1 The Provision of Self-leadership

Self-leadership as a theory is a construction grounded in the psychological aspects of an individual as a set of cognitive and behavioral strategies that are divided mainly in three major categories (a) behavior focus strategies; (b) natural rewards; (c) constructive ways of thinking (Prussia, Anderson & Manz 1998, and Houghton & Neck 2002) that can enhance one’s performance through self-efficacy (Neck & Houghton 2006).

2.2.1.1 Behavior Focused Strategies

The behavior focus strategies are adopted by one to “increase self-awareness, leading to the management of behaviors involving necessary but perhaps unpleasant tasks” (Houghton & Neck 2002, p.p. 673). Behavior focus can contain a set of strategies, presented in figure 3 below, such as one’s own observation, goal setting, reward, punishment, cueing, correcting feedback and practice (Houghton & Neck 2002, and Neck & Houghton 2006). These strategies are similar to strategies adopted by HR departments or even business strategies in order to, but adopted and addressed by one to oneself in order to shape one’s own behavior. These strategies are capable to enhance one’s self-awareness and the practice can lead to specific behavioral change, enhancement or elimination (Houghton & Neck 2002, pp. 673).

![Figure 3 Behavior focused strategies, based on Houghton & Neck 2002](image)

2.2.1.2 Natural Reward Strategies

Natural reward are strategies designed by one in order to shift one’s focus to most pleasant aspects of a task or to shape the working environment to a more pleasant place where one’s pleasure on doing a task is likely to be more natural (Houghton & Neck 2002, pp. 673-674). These strategies may include, but are not limited to work outdoors, use pictures on the working station, conversation with others in a way that the work becomes less mechanical and more natural, as presented in the figure 4 below.
2.2.1.3 Constructive Thought Pattern Strategies

Constructive ways of thinking or constructive thought patterns are strategies addressed to confront and replace dysfunctional and irrational beliefs assumptions to build a more constructive thinking pattern (Neck & Houghton 2006, p. 272). The way one can enhance a constructive way of thinking is through increasing positive self-talking and replacing destructive self-talking, in this scenario, one should re-evaluate the way one thinks about himself and change one’s way of internal dialogue, we present in the figure 5 how constructive thought pattern strategies are used;

Self-leadership has an intrinsic relation to one’s discipline and sensemaking. Sensemaking is the ability to understand what is going on, making sense of past events to understand the present and how the flow of events has led one to the current situation through rationalization (Weick, Sutcliffe & Obstfeld 2005). As one must be disciplined to adopt one or more strategies and whenever one looks backwards the adoption of these strategies need to make sense to oneself. Leadership is the linkage between figure and ground, what leaders do and actions and utterances from the leaders’ actions relation, and it has to do with giving meaning to a context (Smircich & Morgan, 1982).
Thus, self-leadership is related to a self-sensemaking process in which one has to incorporate by making sense of one’s own actions.

2.2.2 Self-leadership Controversies and Limitations

Neck and Houghton (2006) draw attention that self-leadership faces critics as self-leadership is no easy to measure. The concept of self-leadership has overlaps with classic theories of self-motivation and self-influence making self-leadership hard to be a unique and distinguishable construct segregated from other motivational and personality constructions (Neck & Houghton 2006, pp. 274-275). Even though self-leadership is related to several psychological concepts and theories, it is a unique construction that has to do with one’s personality and behavior but also with actions, self-discipline and self-sensemaking.

As self-leadership is not easily measured, the most utilized scale to measure is the RSLQ is one form to measure self-leadership. However, it faces critics, especially when it is used in contexts that are non-western contexts (Neuber & Wu 2006, and Alves et al. 2006). Nevertheless, it does not annul the construction. It brings challenges to scholars and practitioners and one has to be one self’s best judge of the effectiveness of self-leadership, adapting the way of evaluating it when necessary.

Self-leadership concepts are possible to be applied in practical manners and have proven as tools that enhance the performance of those who receive instruction towards the subject as shown by results (Neck & Manz 1996 and Stewart, Carson & Cardy 1996). Even though it is hard to be measured (Houghton & Neck 2002 and Furtner, Baldegger & Rauthmann 2013), the self-leadership instruction and development by an individual is possible and can effectively enhance performance (D’Intino et al. 2007 and Neck et al. 2013).

2.2.3 Self-leadership to Lead Others

Self-leadership is not leadership, and it can be seen as one variable of leadership and leaders’ self-leadership is positively related to some leadership styles rather than others (Furtner, Baldegger & Rauthmann 2013). It is not clear how self-leadership exactly account for the leadership itself, but its connection is empirically evident (Furtner, Baldegger & Rauthmann 2013).

Self-leadership, usually, is a construction used in a way that one can influence one self’s behavior. However, if one think about leadership, the leader and follower has to be
taken into context. “Leadership is realized in the process whereby one or more individuals succeeds in attempting to frame and define the reality of others” (Smircich & Morgan 1982, p. 258). Thus, self-leadership is the self-success in attempting to frame and define the reality of one’s own through a set of combined strategies that includes self-behavior focused strategies, natural reward strategies and a build of a self-constructed way of think (Prussia, Anderson & Manz 1998, and Houghton & Neck 2002). For one to lead one must follow.

At the same time, followership is a phenomenon that goes hand in hand with leadership as leaders and followers have a natural relation. While leaders and followers must share a common purpose. Followership is an active action as followers intend to take role and responsibilities in events (Baker 2007). Followers, hence, follow willingly, they allow leaders to lead while there are shared objectives that drives leaders and followers. Self-leadership, thus, can enhance leadership by example if followers are able to make sense from their leaders.

The literature review on self-leadership brings into light certain aspects that possess coherence to the core principles of ‘entrepreneur as a leader’. We have also seen that this overlapping of the core principles highlights the essential aspects necessary for the research.

The following section focuses on the chosen research method for the paper.
3 Research Design and Research Methodology

In this chapter, we present the methodological approach that we have chosen to conduct our research.

According to Bell (2010), a researcher, despite the chosen method, should keep in mind the approach he or she is choosing to analyze the data and if it is reliable and valid (2010, p. 119). In support, Mark (1996) claims that scientists are those who with the scientific method discovers relationship between events or factors. Thus, we chose to approach the data from qualitative point of view. As qualitative method gives a better understanding of individuals (Bell 2010, p.5). Also, we presume that the qualitative method due to its extensive focus on situational concepts with non-statistical approach can be more accountable (Strauss 1987).

Furthermore, qualitative method can provide the researcher with the necessary tools for a proper analysis. In consideration to that there is no ‘right’ or ‘wrong’, nor ‘good’ or bad ‘research method’ (Denscombe 2010). But we rely entirely on the usefulness of the chosen method (Denscombe 2014, pp. 3-4). The qualitative research allows to create a complex and detailed understanding of the research issue, which is only possible for us when we can speak directly to the people (Creswell 2013, p. 47).

3.1 Research Method

Within the qualitative method there are several ways that a researcher can choose to conduct his or her research. Denscombe (2014) for social research, each method has advantages and disadvantages and the researcher is the one who is responsible for choosing one or more methods to conduct his or her study. The use of a single or mixed method must take into consideration account practical issues, such as access to data sources, the time frame and resources available to the researcher (Denscombe 2014, p. 5). So, that we are able to validate our findings with the use of qualitative inquiry and qualitative content analysis within the framework of qualitative method.

Qualitative inquiry and content analysis is way of conducting research giving the idea of meaning-making process (Patton 2015, p.3). As Kegan (1982, p.11), claims “being a person is the activity of meaning-making”. It is to say that whatever we see, seek, observe and feel can be interpreted. As individuals, we are in the process of meaning-
making from the time of our existence. As *Qualitative inquiry* is extensive in addressing these issues we will highlight the study related aspects of using the approach.

**Qualitative Interpretation as Meaning Making**

Within this mode of interpretation, the researcher can study how people and groups construct meaning. From this constructed meaning the qualitative analyst determine what is meaningful for him or her. Examples of what qualitative inquiry might constitute are; interpreting interviews, observations and documents. Here the researcher with the acquired empirical data has the intention to derive observable patterns and themes that make it meaningful (Patton 2015, p.5).

A much more detailed account of what qualitative inquiry contributes to research can be seen in this table presented by Patton (2015, p.13).

<table>
<thead>
<tr>
<th>Qualitative Contribution</th>
<th>Inquiry Focus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Illuminating meanings</td>
<td>Qualitative inquiry studies, documents, analyzes, and interprets how human beings construct and attach meanings to their experiences. Interviews and observations reveal those meanings and their implications.</td>
</tr>
<tr>
<td>2. Studying how things work</td>
<td>Program evaluations study what participants in programs experience, the outcomes of those experiences, and how program experiences lead to program outcomes.</td>
</tr>
<tr>
<td>3. Capturing stories to understand people’s perspectives and experiences.</td>
<td>An in-depth case study tells the story of a person, group, organization, or community. There’s a starting point(baseline); events unfold; some point of closure is reached. The story, well-documented and well told, opens a window into the world of the case(s) studied.</td>
</tr>
<tr>
<td>4. Elucidating how systems function and their consequences for people’s lives.</td>
<td>Systems involve complex interdependent dimensions that interact in ways that affect the people in those systems. Cultural systems, organizational systems, political systems, economic systems, community systems: qualitative inquiry systematically gathers perspectives on what happens within systems, and how what happens has implications for those involved. The results are systems stories and insights.</td>
</tr>
<tr>
<td>5. Understanding context: how and why it matters</td>
<td>Context refers to what’s going on around the people, groups, organizations, communities, or systems of interest. If someone wants to understand what brings you to this book, the context within which you are reading will be critical to illuminate and understand. People’s</td>
</tr>
</tbody>
</table>
lives and events unfold within larger, enveloping contexts. For qualitative inquiry and analysis, contextual sensitivity is central.

6. Identifying unanticipated consequences

Leaders, planners, social innovators, managers, politicians, change agents, community organizers, evaluators – the list goes on and on – strive to attain their intended goals. The modern world is highly goal oriented. But things seldom go as planned. Much of what was intended never occurs, and things that are never intended, and never even imagined, do occur. The open-ended fieldwork of qualitative inquiry documents both intended and unintended consequences of change processes.

7. Making case comparisons to discover important patterns and themes across cases.

Comparisons involving analyzing both similarities and differences. We learn and depend our understanding of phenomena of all kinds by drawing contrasts and making comparisons. Case studies provide rich data for teasing out what cases have in common and what sets them apart: successes versus failures, those who are resilient and those who are not, and those who engage with qualitative methods and those who insist that only numbers count. Comparisons illuminate the enormous diversity of humanity even as we seek and find patterns across the diversity.

Table 2 The Contributions of Qualitative Inquiry: Seven Examples Patton (2015, p.13)

From this table of seven examples of Patton, the researcher has the ability to interpret data in a meaningful manner. As such it is much given privilege to conduct study through qualitative method. Given, these categories that qualitative inquiry succeeds in conducting research. Let’s look at:

**What makes Qualitative Data Qualitative**

Qualitative findings are based on three kinds of data: (1) in-depth open-ended interviews; (2) direct observations; and (3) written communications (Patton 2015, p.14).

- Interviews as such can derive direct quotations from people about their experiences, opinions, feelings, and knowledge.

- Direct observations that can be perhaps be an observation during the time of the interview or detailed descriptions of people’s activities, behaviors, actions, and brief account of interpersonal interactions and organizational processes that are observable by humans.
Written communications are known to be a credible source of data. As the researcher can have the possibility of finding, studying and analyzing documents of all kinds that are part of qualitative inquiry (Patton 2015, p.14).

Within the qualitative method we have seen the role of qualitative inquiry that widely focuses on analyzing interviews.

However, it is not clearly stated in the literature whether the qualitative inquiry differs from the qualitative content analysis. We derive from the understanding that both these terminologies can be used collectively. As inquiry’ (2018) is defined as “An act of asking information” and ‘content’ (2018) is “the material dealt in a speech, literacy work, etc. from its form or style”. ‘Analysis’ (2018) is the “detailed examination of the elements or structure of something”. Therefore, our understanding is that we are able to use both qualitative inquiry and qualitative content analysis at the same-time.

Qualitative content analysis can be often used to search data, count the repetitive words or themes. More specifically it focuses on analyzing interview transcripts, diaries, or documents rather than observation-based research. To derive and minimize data that would create a certain sense-making from the qualitative material that is based upon identifying core consistencies and meanings (Patton 2015, p.541). For Hsieh and Shannon (2005) “qualitative content analysis is defined as a research method for subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns” (Hsieh & Shannon 2005, p.1278).

Hsieh and Shannon (2005) calls the attention to the challenge the researcher in using conventional content analysis in failing and developing a complete understanding of the context. As it can be confused with other qualitative methods such as grounded theory or phenomenology (Hsieh & Shannon 2005, pp. 1280-1281). We are aware that at first these methodological approaches seemed similar. However, in our study we have avoided that confusion in analyzing the data we have collected and we have not created a theory as if we were to use grounded theory. If ground theory was used for the analysis, the researcher would have reached the state of data “saturation”. So, that there are no gaps in the explanations (Corbin & Strauss, 2015, p. 139-140).

As we chose Qualitative Inquiry and Qualitative Content Analysis. Our understanding is that our whole thesis work is deeply influenced by our studies in the master program of Leadership and Management in International Context at Linnaeus University in Kalmar,
Sweden. We feel that it would be impossible for us to conduct a research on leadership without a previous knowledge in the subject.

3.2 Data Sample and Data Selection

In a qualitative study, the researcher often does not demand a representative sample of a number of cases (Newman 2014, p. 273). Accordingly, it is argued by Elo et al. (2014) that “there is no a commonly accepted sample size for qualitative studies because the optimal sample depends on the purpose of the study” (Elo et al. 2014, p. 4). Our understanding is therefore that the entrepreneur is an individual who can be found in any country in any society and that self-leadership is a concept which can be applied regardless the entrepreneur’s individual background. Thus, with our research, our intention was to analyze in depth how an entrepreneur is able to use self-leadership schemes on his or her venture in order to lead others. For that purpose, we have defined a sample of 6 entrepreneurs, 3 Brazilians and 3 Indians.

Our initial understanding was that qualitative research allows us to choose an entrepreneur as long as they can be related to our research. Thus, we have limited ourselves on choosing entrepreneurs who fell into the previous filters created by us and as described in the limitations in the first section. The convenience of choosing this method has been due to the ability to select samples, is recognizable as long as the researcher fulfills what is required by the method.

3.3 Data in a Qualitative Content Analysis

When using qualitative content analysis, the method of analyzing the data has a significant influence on how the data may be collected (Elo et al. 2014, pp. 3-4). The data collection depends on the research design and if the researcher chooses to use an inductive model of analysis. This model calls for an unstructured method of data collection. Thus, unstructured interviews become more suitable. While on the other hand, semi-structured interviews are more suitable to give trustworthiness whether deductive method of analysis is required (Elo et al. 2014). In our study, we decided to take a starting point from the self-leadership theory in order to analyze how an entrepreneur can use the concepts in the theory in order to develop himself or herself to a leader. But first, we needed to understand how self-leadership theory is structured and is divided into three main dimensions: a) self-behavior; b) natural rewards; and c) constructive ways of thought.
For us, to be able to understand these dimensions, we used the Revised Self-Leadership Questionnaire (RSLQ; Houghton & Neck 2002) and an explanation of this questionnaire can be found in Appendix A. Then, we understood that the best way to conduct our research was by deduction of qualitative data obtained through the interviews. We have opted to use deductive content analysis, as it is “considered to be a content-sensitive method that can be used to test previous knowledge or models and to retest data in a new context” (Berg, Lune & Lune, 2004; Elo & Kyngäs, 2008; Krippendorff, 2004 cited in Andreasen et al 2015, pp. 393).

One of the main reasons to choose the RSLQ is due to its ability to effectively measure self-leadership and its potential to facilitate additional empirical self-leadership research (Neck & Houghton 2007, p. 274). However, not all dimensions addressed by the RSLQ are proven effective in non-western cultures (Neubert & Wu 2006). Therefore, we adapted a questionnaire in order to conduct semi-structured interviews, which can be found in Appendix B.

### 3.3.1 Data Collection

We have interviewed entrepreneurs personally, face-to-face, and via Skype. Follow-ups were made by e-mail. When, face-to-face interviews have the advantages of allowing the interviewer to observe the non-verbal language of the interviewee and the interviewers’ surroundings. The disadvantages comprise of being more expensive whereas electronic interviews are more flexible with most of the face-to-face strengths. The only disadvantage is that the interviewer has no knowledge of the surroundings of the interviewee and external factors that can perhaps affect the interview (Newman 2014, p. 345-347).

The interviews were recorded digitally so we had access to the whole content of the interview afterwards and were conducted in their native language and translated transcriptions were made by the interviewees. Nevertheless, the material produced throughout the interviews, the digital records, are available in case of need. We have transcript the interviews and translated them to English, we are aware that part of the content had to be adapted due to the translation and some of the aspects are part of our interpretation during the translation of the interviews into English.
3.4 Data Evaluation and Data Analysis

When using qualitative content analysis, analyzing and coding the interview is a key action for success in the research. The qualitative content analysis is only possible through the “systematic classification process of coding and in identifying themes or patterns” (Hsieh & Shannon 2005, p. 1277). Thus, the coding and analysis of the data is a key step to the success of the research.

Besides, directed deductive content analysis in which the analysis of the phenomenon is based on an existing theory or to extent a theoretical framework (Hsieh & Shannon 2005, p. 1281). By using the self-leadership theory as a starting point and its three dimensions for interviewing the entrepreneurs. We derive to the fact that the most suitable analysis of the content is through directed deductive content analysis.

The act to analyze the available data is inherent to the analyst and each analyst has to develop his or her own repertoire of data analysis strategies (Corbin & Strauss 2015, p. 88-89). To our understanding, previous frames of reference will have a significant impact on our strategies and repertoires of data analysis. Moreover, with descriptive data the interviewer may be biased and privilege one type of information or analytical perspective (Warr & Pyett, 1999 cited in Elo et al. 2014, p. 4). We are also aware that any method of data collection has its strengths and weaknesses. We intend to mitigate from the risk of our own biases deviate the data analysis and codification of the data by giving our past experience and perspectives towards the research subject.

In order to analyze the data, we have created a matrix in which it was possible to analyze the content of the interviews. The analysis matrix is presented in the Appendix C. Then, we translated the transcription and the analysis of the content were made after the interviews’ transcription and classification as according the Appendixes D and E.

3.5 The Influence of the Researchers in Conducting the Unstructured Interviews and Analyzing the Data for the Comparative Method

Both of us are biased by our previous experiences, our first bias being studying Leadership and Management in International Context in Kalmar, Sweden, for the past one-year. We were able to look through the lenses of leadership on the personality of an entrepreneur that can be influenced by self-leadership and on leading others. However, being part of the master program is what motivated us to this research.
Despite the fact, unstructured interviews are not easy to be conducted as it takes practice to listen and open mind aside with other requirements to be understood (Corbin & Strauss 2015, p.38). We believe that we have the minimum requirement for conducting semi-structured interviews. Eduardo has worked as an audit manager in Brazil for two years and has worked as an auditor for 8 years. During that period, he has conducted semi-structured interviews aside with unstructured interviews.

Whereas, Noel with background in Global Political Studies and having worked with seven different organizations, associations and institutions. He brings in a critical qualitative approach towards his findings. He has also written different articles, research papers that involved publishing. Throughout his career and educational background qualitative method has been an approach that he has widely used. Moreover, interviews, questionnaires, face to face collection of data and qualitative data analysis has been widely common in his career.

3.6 The Use of Technical Literature

As we have described before, the directed content analysis departs from an existing theory or prior research about a phenomenon (Hsieh & Shannon 2005, p. 1281). We will give the reader the roots of the technical literature on the entrepreneur and self-leadership in order to give a broader view and on the roots of the analysis we have done. The intention of our studies is to depart from the literature review as a source of basic knowledge to stimulate our sensibility towards the subject on how entrepreneurs use self-leadership to lead others and also to ground our findings with the appropriate existing literature.

3.7 Reporting the Steps of the Qualitative Content Analysis and Findings

Qualitative content analysis requires on its reporting is a detailed description of the data analysis process and the enumeration of findings (Elo & Kyngäs, 2008, cited in Assarroudi et al. 2018, p. 51). We have therefore described the process we have submitted and analyzed the data apart from the findings in the coming sections. Meanwhile we have passed through the steps required to give this paper trustworthiness.
3.8 Ethics in our Research

A research approach often blurs the line between the researcher and participant, ethics then become a central issue (Corbin & Strauss 2015, p. 13). They even claim that there are three major areas that the researcher has to be careful and has to take into consideration which are the participants, research itself and the researcher.

In regard to the interviewees, we will maintain the identity of the entrepreneurs and their companies in anonymity. No interview nor data collection was taken without their knowledge and permission.

In regard to the research it is our sole responsibility to be rigorous with the method that we have chosen and we intend to comply with the requirements of the designed method.

Furthermore, as researchers, it is paramount for us to attend the ethical requirements that are needed in order to be considered to be researcher and we have not deviated from the standards that it requires.
4 Qualitative Content Analysis of the Interviews with Entrepreneurs from Brazil and India

In this section, we will describe the analysis we have made on the content of the interviews with entrepreneurs from Brazil and India. We have interviewed six entrepreneurs, three being Brazilians and three Indians.

The characteristics of the interviewees can be found in the Appendix F. The six of the interviewees have bachelor’s degrees in their respective countries and among which four of them work in companies that are related to information technology. With the appendix, the reader will have a better understanding of the content and the method we used to categorize the interviewees.

4.1 Analysis of the Interviewees’ Experience and Reflections Regarding Entrepreneurship

In the next section, we depart from the perceptions of the interviewees on entrepreneurship and on being an entrepreneur.

Some of the concepts we were able to derive from the interviews were intrinsic motivation, passion, vision, goals, need for achievement and leadership. Having these concepts as core principles the interviewed showed the importance of inspiring people, creating a shared vision, transparency, team-building and problem-solving.

Whereas having personal goals, balancing life, self-critical towards failures, foreseeing an achievement, maintaining group dynamics and being objective in all situations, building trust and belief as importance means for self-leadership.

4.1.1 On Being an Entrepreneur

4.1.1.1 Intrinsic Motivation

The interviewees’ have reported that to be an entrepreneur one must desire to achieve. The reason why one decides to become an entrepreneur can be to challenge the status quo, as reported by the interviewee 1 and 2, or fighting for a personal cause, as reported by the interviewee 3. According to Wickham (2006) motivation is fundamental for entrepreneurship. The entrepreneur must have self-motivation and fulfill economic, social and self-developmental needs (Wickham 2006, pp. 20-21).
Intrinsic motivation affects each person on an individual level and each entrepreneur finds his or her own intrinsic motivation to engage in a business venture. For example, the interviewee 1 said: “I always desired to be an entrepreneur. Mainly because I was always unhappy with some managerial practices from other companies and I believed that it was possible to make it different.”

The interviewee 2 stated that the liberty of action aside with the desire of being more productive was what drove him towards entrepreneurship: “Many factors made me want to be an entrepreneur, like, doing more than I did as an employee, generate more value, jobs, taxes and personal satisfaction. I always liked challenges.”

Interviewee 3 had a motivation and desire to make a difference and fight for her own interests: “The main reason why I have decided to become an entrepreneur was to fight for a cause which was for me very important. Thus, the only option I had was to make things happen to be an entrepreneur, because inside a company it was impossible.”

In addition, Interviewees 4,5,6 also exhibited this need for self-efficacy and intrinsic motivation. Self-efficacy that was also exhibited by interviewees 1,2,3 basically focuses on ‘the strength of an individual’s belief that he or she is capable of successfully fulfilling his or her tasks (Chen, Greene & Crick 1998, p. 301). The individuals that explore this kind of self-efficacy are also those that approach difficult tasks as challenging goals and maintain strong commitment to those tasks (Wickham 2006, p. 99). Accordingly, they possess certain specific characteristics that are based on the whole venture. That perhaps includes failure, objective and analytical skill, judgmental towards oneself when faced with failure (Kirby 2008, p. 118).

The second attribute that was widely in focus was intrinsic motivation. This personality trait had explicit societal value and influence on an entrepreneur. As it brings out the true personality of the entrepreneur. Being intrinsically motivated means automatically being extrinsically motivated. A quality that all the interviewees showed. But what does being intrinsically and extrinsically mean? an intrinsically motivated person has certain set of values that are rather unusual for an entrepreneur. He is a person that has a high-level of integrity that would mean – he really cares for his employees, their achievement is his achievement, profit is not of importance and some other positive characteristics.

An extrinsically motivated person is one that cares only about the outcome of the business that is profit and recognition from outside the company. He is also a person
that doesn’t care about his employees and has a low-level of integrity. The argument here is, that a person who is intrinsically motivated will outperform those that are only extrinsically motivated.

Primarily, self-efficacy(self-belief) and intrinsic motivation are part of an achievement model (Kirby 2008, p. 118). People with high self-efficacy are persistent when faced with failure, are objective and analytical, attribute failure to insufficient effort and poor knowledge (Kirby 2008, p. 118). Something we can say about all the interviewed. Some questions that we find contextually suitable: If you have self-goals, do you communicate them to your followers? Do your followers perceives that you have self-goals? Do you communicate them? How you think you inspire people to work with you? How do you motivate and inspire your team?

When raised with these questions, interviewees answered by keeping themselves motivated then tend to help others achieve their goals. In a way that they undermine their personal goals and promote their followers. For them it is important to see their followers succeed. As mentioned earlier these are some personal attributes of people that seek self-efficacy and intrinsic motivation. For them as such extrinsic benefits plays a very minor role. Also, to say that the intrinsic motivation of an entrepreneur reflects his extrinsic motivation. It is also because they enjoy what they do in comparison to those who base their entrepreneurial activities only on extrinsic motivation (Kirby 2008, p. 119). As, those who base their activities on extrinsic motivation are often seeking profit and are least bothered about the environment that often includes followers. For them society is a priority and they prefer favoritism from the society. They also possess high-level of self-confidence that they increase their ability to achieve anything that they feel intrinsically rewarding (Kirby 2008, pp. 119-120).

Therefore, intrinsic motivation and self-efficacy are seen to be vital for an entrepreneur to start his or her own business. It is widely related to his or her past experiences, personal values and beliefs and, sometimes, not accepting the current status quo.

4.1.1.2 Business Knowledge and Preparation for Entrepreneurship

For an entrepreneur to engage in a business venture, it is paramount that he or she prepares him or herself to conduct his or her business in terms of acquiring business knowledge and preparing him or herself to start or join an enterprise. An entrepreneur is
known as one who applies expertise, brings innovations to the market or perhaps finds market opportunities (Wickham 2006).

There is no a singular form for one to prepare him or herself to be an entrepreneur. The interviewee 1 said: “Honestly, I haven’t sought for a formal preparation to become an entrepreneur”. On the contrary, practical and lived experiences were basis for his preparation to be an entrepreneur; “What I have done was something that I personally recommend to someone who intends to be an entrepreneur; “turn on the entrepreneurship aerial” so one can think about his or her own enterprise, seek opportunities and think about what one can do to create better business possibilities’.

For the interviewee 2, unlike the interviewee 1, “In my case I have studied a lot beforehand, I read much, I always wanted to be an entrepreneur”. Nevertheless, studying is not the only path he thinks that is possible for an entrepreneur, to learn from others is also a way of learning, even though may seem informal to someone: “I started to talk to other entrepreneurs, to build a relation with them, exchange ideas, to learn what was important to other entrepreneurs and what I could learn from them” (Wickham 2006, p. 99).

The interviewee 3 states that being personally prepared to become an entrepreneur is part of a new business venture: “for me personally having a family support in terms of financing my personal expenses at the beginning. If I hadn’t had that support I wouldn’t have succeeded.”

The preparation for one who intends to be an entrepreneur may happen formally. But this is only possible if he or she reflects upon his or her motivation and gathers some business knowledge to succeed. One who intends to become an entrepreneur, to succeed, may search for formal and structured content. They perhaps have the required educational background or not, might seek some knowledge in business, build upon new relations and a network that would be fruitful, reflect upon past experiences and learn from them.

As such for entrepreneur’s failure is a desired as for other human beings. But failure is perceived differently, at times failure is seen as a foundation for success. Human beings react differently to failure and consider different consequences. But in our interviewees, we have seen that failure is part of being an entrepreneur. For instance, interviewees 4,5,6 when raised with the question: And when you fail on a personal goal or task?
They respond by re-working on the task they have failed, learn from the mistakes, self-assess and try not to repeat the same mistakes. This is something very crucial for an entrepreneur they believe. An entrepreneur should be able to learn from his or her mistakes because that is what makes them successful. They also believe assessment of failure should be objective, analytical and judgmental. Also, the role of an entrepreneurial leadership is critical in failure as it is to success (Kirby 2008, p. 118, 176). So, looking into tasks that failed and comparing them to previous success stories and the involved decision-making would be a good starting point. As such having such kind of maturity and awareness is not an easy task for anyone. But if you need to succeed as an entrepreneur it is never too late to “develop the skills or to help develop them in others” (Interviewee – 6).

4.1.1.3 The Entrepreneur as a Leader in his or her Organization

Koch et al. (2018) claims that some thematic areas overlap between entrepreneurship and leadership. These areas are vision, influence, creativity and innovation, planning and dispositional cognitive approaches.

Leadership is key for a business-success, for example, interviewee 1 “Every time something goes tremendously well or bad it is related to leadership”. Leadership is also a required skill to create a team that intends to succeed. For the interviewee 2 example: “Our leadership is the example we pass to our employees. We all sit together and work daily, thus being next to the employees is paramount”.

Specially on new ventures, leadership may reflect on the company itself, as expressed by interviewee 3 - “Leadership is required always, and it is required by everyone with who one relates, like partners, employees, clients, one is a reference at all time. Thus, to make things happen, one must be a leader and make others believe in him”.

When raised with the same question to interviewee 4: “I underline Leadership as being the starting step for an entrepreneurial venture. Despite in many traditional businesses authority, control is seen as a necessary. I have seen the changing nature of business and the entrepreneurial environment that focuses on to lead a team, that human connection and most importantly to motivate them”.

Interviewee 5 answered the same question as: “For any entrepreneurial venture, having a proper direction is very important to survive or prosper and leader is the one who
gives that direction to the organization. I strongly believe that without having a proper leadership skill. It is difficult to find a place in today's market”.

And accordingly, interviewee 6: “Leadership is a well-defined foundation for an entrepreneurial venture because it doesn’t only give your insight business but also in other general aspects of life”.

Having raised this question, we have realized that leadership is seen as an essential tool to achieve or to attain certain level of maturity in the given framework. As mentioned earlier having a vision seems to be a foundation for a leader to proceed that all the interviewees exhibited. In this case, the entrepreneurs we interviewed put a lot of hard work to harness the resources to make his or her vision a reality (Picken 2017, pp. 7-8).

But also, as Reid et al. (2018) puts it many qualities or characteristics required to be an entrepreneur are the same as those required to be a leader. He also claims that many aspects of leadership and entrepreneurship have been self-validating. For instance, thematic areas like vision, influence, creativity and innovation, planning and dispositional and cognitive approaches (Reid et al. 2018, p. 152).

One more major aspect that these entrepreneurs embed through vision is change in every aspect of their business venture. They seek constant efficiency and new methods to perform the tasks. More importantly they not only look at the problem but also a solution, often possessing a holistic approach (Kirby 2008, p. 175).

One such entrepreneurial vision is also shared by Wickham (2006):
With his diagram, Wickham (2006) implicates that a person who has a vision has a picture of the world in the way it should be, and he then collects the required information. Accordingly, he will categorize basing on his assumption on how value can be created by taking into consideration who will be involved and why they will be better off.

We have also noticed that the entrepreneurs we interviewed can incorporate tangible visions and were prepared to be able to manage any long haul in the business. Furthermore, we see them as learners, teachers, doers and visionaries (Timmons 1989, p.221). This is about their responses on how they see success. They mention some similar characteristics that determines success:

- Being in constant search for improvement and letting go of less productive methods.
- To seek out new opportunities and make them happen.
- To create an energetic and happy environment (McGrath, Macmillan 2000).

When such value is created in the company, the entrepreneurs we interviewed underline some major characteristics that are crucial for thrive. Firstly, set the work climate – bringing up new initiatives and to achieve this the entrepreneur needs utmost dedication of his or her time. Secondly, orchestrate and review the new opportunities – this involves careful monitoring of the entrepreneurial process with gains instead of losses. Thirdly, identifying and developing new ventures – taking initiatives in either developing the ongoing venture or seeking new opportunities (Kirby 2008, p. 176).

Within these three characteristics we have identified the interviews that the entrepreneurs tend to build their claims on building and resolving (making people commit to new initiatives), continuously monitor progress and to practice leadership by setting realistic challenges, trying to decrease uncertainties, defining acceptance and non-acceptance, removing obstacles on one’s behalf (Kirby 2008, p. 176).

4.1.2 The Use of Self-leadership

In the following section, we describe the personal experience of the entrepreneurs in using self-leadership strategies. To begin the discussion, it is important to mention that none of the interviewees had attended courses or had any previous knowledge about the self-leadership construct.
4.1.2.1 Behavior Focused Strategies

Behavior focused strategies often may be used by an entrepreneur unconsciously. Even if it involves individuals to accomplish unpleasant, but unavoidable tasks (Müller & Niessen 2018).

Self-goal setting

Self-goal setting can be related to goals one may set to achieve an individual result. A goal can be simple, as reported by interviewee 1 “For example, the time I’ll spend in a task” in his opinion, setting a goal of time is a way to clearly think about the task he must perform.

Self-goals are used in business, but also in private affairs, for example, the interviewee 2 reported “I try to run thirty kilometers per week and keep myself active.” However, self-goal setting might not even occur often.

As per the interviewee 3 “Not really. Whenever I accomplish something I think backwards to make sense of it and find a personal motivation, but I don’t have the habit of setting personal goals.”

Whereas interviewee 4, 5 and 6 have clear-set of goals in place. The only way these interviewees can be differentiated is based on their determination. Interviewee 4 shows a high-level of determination in goal-setting, whereas interviewee 5 relies on planning a goal carefully and in monitoring them. Likewise, interviewee 6, takes it step-by-step setting sub-goals and accomplishing in bits.

Within this aspect of goal-setting we have identifies that goal-setting was common and crucial for all the interviewees. They vary at some instances, but goal-setting is a practice of their daily lives. As they possess a need for achievement through goal-setting. In accordance to McClelland (1961) and Wickham (2006, p.98) setting a goal is to benchmark their achievements. They are often working on their internal standards rather than looking for external assessment.

Self-reward

“Self-rewards may be something simple or intangible such as mentally congratulating oneself for an important accomplishment, or something more concrete like a special vacation at the completion of a difficult project.” (Neck & Houghton 2006, p. 271).
Often, self-rewards may not even occur. For the interviewee 1, he reported that he doesn’t rewarding himself. “No. I do not reward myself with anything, I don’t have this habit. I feel happy internally when my team exceeds and that is reward for me”.

Whereas interviewee 2 said during the interview: “Sometimes yes. I reward myself with a nice meal. I am not a big consumer but going to the mall and buying something won’t compensate.” Likewise, the interviewee 3 expresses his interest for self-rewarding whenever she accomplishes something - “Yes. Silly things, like going out for a beer, or asking someone to celebrate with me”.

We have noticed that most of the interviewed are relentless towards self-rewarding but Interviewee 4,5 show societal need and building relationships as necessary. As such this is contradictory to Wickham claims on hard-working entrepreneurs that must sacrifice and work unsocial hours to meet their commitments to work. But at the same time undermining personal commitments (Wickham 2006, p. 98).

**Self-punishment**

The opposite of self-reward is self-punishment and it is quite possible to self-punish oneself. Yet, that’s something that one must avoid. Self-punishment can be the guilty feeling one feels whenever he or she fails (Neck & Houghton 2006, p. 272).

The interviewee 1 stated that he often uses self-punishment “Whenever I fail I feel guilty and remorse. I blame myself”.

However, to contradict such guilt interviewee 2 claims that one can avoid self-punishment by having a rational view on what went wrong and by being self-critical. “I try to be rational. I try to understand the causes and set correcting actions to avoid failures. I usually reflect by myself and if such is the case I set new goals and decide what needs to be changed.”

A similar notion was also shared by interviewee 3. “Nowadays, due to personal maturity failing won’t stop me from moving forward. I try to share the issue with others to get inputs and try new things and seek for help”. Except interviewee 1, interviewees 4.5 and 6 seek a similar approach that by re-visiting, retrospections and by reflecting on what didn’t work. One can avoid the chances the failure for the future. Not only, improve the scope of more success and less failure.
Unlike interviewee 1, the rest of the interviewed focus on retaining from failure and in seeking solutions through self-assessment. Like mentioned before the interviewed assume failure and self-efficacy to succeed (Wickham 2006, p. 99) (Kirby 2008, p. 118).

**Self-observation**

Self-observation is related to one’s awareness of why and when engaging in specific behaviors (Neck & Houghton 2006).

Self-observation as part of one’s awareness. It is intimate to one and deep on his or her own thoughts. Interviewee 1 has reported “I sometimes do some checkpoints to reevaluate how I am performing on a designed task”. Moreover, interviewee 2 “I also use intuition” and interviewee 3 “It is more like a gut feeling. There are some signs that things are going well or not”.

Unlike interviewee 5, interviewees 4,6 involve in keeping track of their progress. They involve in either matching them with some statistical data or by self-reflection that involves measuring success rate and sometimes matching them with achievement and goals.

**Self-cueing**

Strategies that involves self-cueing are those that helps on one’s planning and organization whenever he or she intends to accomplish a task (Neck & Houghton 2006). These strategies might differ from person to person. For example, interviewee 1 “I make the skeleton beforehand planning and setting checkpoints”.

As for the interviewee 2 – the use of technology seems to be strategy in use. “My Excel archives are organized in order, so I can follow up and maintain accountability”. For interviewee 3, cues are present throughout her routine “Nowadays my personal goals are almost the same as my professional goals. So, what reminds me is my own work”.

As for interviewee 4,5 and 6 – setting goals seems to be part of their progress. They track progress by their goal achievement, commitment towards those goals and by keeping themselves motivated.

As we have looked earlier orchestrating involves certain level of monitoring that allows the entrepreneur to carefully monitor the process involved in his ventures (Kirby 2008,
Therefore, behavior focused strategies can be used together or separately by an entrepreneur.

4.1.2.2 Natural Reward Strategies

Natural reward strategies are situations that are intended to create a natural intrinsic motivation on a task (Neck & Houghton 2006). Natural rewards can often be identified as finding pleasant aspects at a task or creating an intrinsic motivational environment. For an entrepreneur, sometimes, his or her personal goals are the same as the company goals as it is possible to observe below.

The interviewee 1 has invested in policies at the workplace to create a friendly environment “another thing we have here is allowing dogs to come, they help more than disturb the environment. The only policy is that the dogs must get well among themselves”. Meanwhile, interviewee 2 finds natural rewards by talking to his team - “Sometimes having a coffee and changing the focus from work is much more pleasant”.

As for the interviewee 3, a relaxed environment is something that add value for her to pursue or to develop her own business “Usually I meet my team at the pitches. The meetings are training or matches. It’s an informal environment really relaxed”.

Whereas the interviewee 4 has created an energetic environment bright and full of energy among employees that makes him adapt to the surroundings. Interviewee 5 has a different approach of creating a work environment. He disregarded the hierarchical structure and tries to involve his followers for an open and interactive environment. The same is followed by interviewee 6.

A such explanation on how environments contribute to a successful is given by Kirby (2008). He claims that creating environments that focuses on promoting individuals has a positive effect on group dynamic. As the individuals will experience a specific ability due to the environmental possibilities and social support (p. 177).

4.1.2.3 Constructive Thought Pattern Strategies

In this section, we analyze the usage of constructive thought pattern by the interviewees, and how it influences his or her own life as an entrepreneur.

Constructive thought is related to replacing negative thoughts replacing them with functional patterns of habitual thinking (Houghton & Neck 2002).
Visualizing Successful Performance

The visualization of a successful outcome of a task may foster symbolically experience behavioral outcomes prior to actual performance (Houghton & Neck 2002). The pre-visualization of a performance outcome can be used frequently by an entrepreneur. For example, interviewee 1 “One thing that I felt during university is that whenever I had to do something I used to suffer a lot. After a while I learned to do a skeleton of the given task, thinking about what I had to do, the order of the things I had to do and how much time I would spend in each task. For me, this is a stress reliever, it makes things easier to be organized and until nowadays I keep doing this, at the same time, every time it fails, I get really stressed, and it’s funny how it can influence myself.”

For the interviewee 2 it can also be related to personal tasks “For example, this year I intend to run the São Silvestre (a racing event that happens in São Paulo every year in December 31). But it does not mean that every time I go out for running I think about finishing the São Silvestre”.

For the interviewee 3 it shows as fundamental: “Yes, always (picture herself accomplishing a task before she starts a task). For example, I think that’s because of responsibility. It’s in my mind that if I don’t do something, no one will do anything. Thus, whenever I start something, I need it to be concrete in the end. Then I always picture myself accomplishing it”.

For interviewees 4,5, 6 – responsibility and with self-awareness of a leader visualizing successful performance seems to be crucial. The interviewees 4,5,6 like the others that were interviewed see themselves achieving and accomplishing the task that they have set before themselves.

Self-talk

Self-talk should encourage behavioral strategies and defined as what people covertly tell themselves (Neck & Houghton 2006). By self-talk the individual through internal dialogues can address his or her humor or behavior towards a situation. The self-talk is the internal dialogue that in which one organizes one’s own thoughts.

Interviewee 1 states that self-talk allows him to be calm. It is a form of creating a positive thought towards a solution “Whenever I find myself in a difficult situation that I have to make a decision I am quite calm, and I don’t desperate. It may vary within the context. Until nowadays I don’t know what kind of events mixes my feelings not, but it
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is funny, sometimes my partner and I are facing a difficult situation and he is desperate and I am calm and other times it is the opposite, he keeps calm and I get anxious”.

Self-talk is present whenever one fails in accomplishing a task, for example, interviewee 2 “I try to be rational (when he fails). I try to understand the causes and set correcting actions to avoid failures. I usually reflect by myself and if such is the case I set new goals and decide what needs to be changed”.

For interviewee 3 it is a matter of how dealing with emotions and trying to solve problems “I deal with my feelings in a more mature way. Back to the responsibility issue, being in front of something which is mine and depends on me, I don’t have the option to cover myself under the blanket and weep. I am dealing with issues by not dramatizing, don’t making the issue larger than it is, trying to find a solution and being able to separate my feelings from what I need to solve.”

For interviewee 4 keeps it for himself as he believes it is a well-needed quality to lead. As per interviewee 5 – claims it varies distinctively, however I need to adapt despite the situation, I must face it. Whereas Interviewee 6 tries to keep calm and claims that it is a well-needed to quality. “If I can’t solve it then and there, I give it a thought and re-visit the problem, it often helps”. Except 4 and 6, the interviewee 5 thinks that he needs to adapt to the situations around. Whereas 4 and 6 thinks that to lead is a required quality.

**Evaluating Beliefs and Assumptions**

The revaluation of beliefs and assumptions should occur whenever one finds his or her beliefs or assumptions dysfunctional (Houghton & Neck 2006). However, beliefs may symbolize something deeper, than, the interviewees have shown more capable to reevaluate assumptions than beliefs.

The interviewee 1 said “I do reevaluate many times my assumptions, often times I think that I do it more than I had to”. Meanwhile, interviewee 2 states that assumptions should not be reevaluated at all time “sometimes yes. At the company we often do that, however we try to have the best assumptions beforehand in order to avoid reevaluating assumptions, otherwise we can’t work.”

For the interviewee 3, belief is something that she would never reevaluate “I might reevaluate a competence that I am failing, or an external factor that I have not paid attention or that I can’t solve, but I usually do not reevaluate assumptions and values.”
For interviewee 4, self-efficacy that was earlier mentioned relates to belief seems to apart from assumptions. As belief is something they do not lose upon, an important characteristic most of entrepreneurs exhibited but they don’t as such combine belief as being a substitute for assumptions.

For interviewee 5,6 Despite what assumptions are made, belief is something that will bring them out of the situations in positive manner.

The individuals that explore this kind of self-efficacy are also those that approach difficult tasks as challenging goals and maintain strong commitment to those tasks (Wickham 2006, p. 99) In terms of objectives, often the personal and professional affairs of an entrepreneur overlaps. Therefore, many times, self-leadership strategies can be either used towards a personal and professional goal to achieve a positive outcome that will reflect on the entrepreneur’s personal satisfaction.

4.1.3 On Being a Leader

At this part, we analyze the interviewees perception on how to be a leader meanwhile being an entrepreneur and how their personal traits and objectives are connected to the exercise of leadership.

Interviewee 5 - “As a leader, you are always observed, noticed either consciously or unconsciously. So, your actions are really in the focus, thereby you must be aware of your surroundings. I need to be transparent and communicative”. So, when in focus – you perhaps need to protect yourself as being powerful then only you will be able to make others around you powerful. But also, truthful and sincere in your actions, creating sense of direction and promoting your followers and giving credit. When ‘failure’ that is quite inevitable at times, one should try to support their followers and celebrate in terms of success. But also, facilitate change but protect fundamental values, building relationships, exposing your followers to reality, leading more examples and creating more leaders.

4.1.3.1 Preparation to be a Leader

The learning of leadership is possible, Doh (2003) states that it is possible to develop leadership in business schools, it is a personal quality more than a professional skill or ability, and it is learned by mentoring, coaching, patterning and trial-and-error experiences. Therefore, the situations one has experienced are those that may lead him or her to develop leadership. It is something that is learned by practicing.
The preparation for an entrepreneur to become a leader is another individual journey. It may happen formally, or by one’s desire, as the interviewee 1 has reported: “One can enhance leadership since from watching TED videos, participating on seminars and training”. To analyze and being critic on one’s own experience is also a source of learning as continues interviewee 1: “Another important thing is that I had the opportunity of working in completely different organizations and one thing that called my attention was that the leadership of one of the companies was infinitely better than the other.” He continued: “On the first company (he had worked at), as I was hired as a trainee, there was something like a leadership school with many seminars and trainings. Once every three months we had a leadership trainman.”

It is developed with life personal experiences, such as related interviewee 2: “I have prepared myself more informally or by trying and failing in other business ventures”.

Leadership may even rise from the entrepreneur’s need, interviewee 3 has stated: “I don’t think that I thought beforehand in order to prepare myself. But it happened naturally. I perceive my leadership towards making people become passionate towards my cause. So, perhaps, my preparation was to believe in my cause as a viable business venture, beyond a personal passion and a hobby.” The previous leadership experience from interviewee 3 came from a students’ organization “Only at AIESEC (she had participated on leadership training and seminars). (AIESEC is an international organization which has as target develop leadership on students by giving them an opportunity to experience leadership).

While interviewees 4,5 have prepared themselves in different ways to become a leader. Interviewee 6 found her inspiration and motivation in order to lead. As leadership in a cultural diverse country a variation interviewee 4 read books about leadership in different cultures. Whereas some seek out all means of becoming a good leader.

In the end, an entrepreneur, sometimes, has to play the role of a leader on his or her own business venture. He or she can prepare him or herself by attending courses and seminars, having critical thought, being able to reflect upon past experiences and mostly by practicing, the form he or she prepares him or herself is individual as the examples above mentioned reports.
4.1.3.2 Similarities and Differences in Leading and Entrepreneurial Activity

Entrepreneurship and leadership have shared concepts, such as vision, influence, creativity and innovation, planning and dispositional and cognitive approaches (Reid et al. 2018) that can be applied by an entrepreneur as he or she must play the leader role on his or her own business.

The interviewees were asked in their opinion what are the similarities and differences in their opinion. For interviewee 1, there are intrinsic similarities in one hand “there are some similarities like inspiring people, defining a vision and make everybody work towards that vision, communication that has to be effective”. On the other hand, there are conflicts that emerge from an entrepreneur being a leader “…spending time with the team, as the entrepreneur is one has to invest his or her time on issues that would not make sense to his or her team. There’s always a conflict of how much should one withdraw in terms of profit sharing and how much should one let in the organization.”

The interviewee 2 being an entrepreneur and a leader does have shared values “…for example, team management, manage expectations and vision, which is part of the leader’s role and at the same time it is also need to the entrepreneur”. Nevertheless, there are some specific issues for an entrepreneur that does not make sense from the leadership point of view “for the entrepreneur there are some skills that not always are needed for the leader, such as understanding business model, business planning, product test, search where does the product fit in the market, meanwhile, the leader not necessarily needs to know how to transform an idea into products or services. One may be a leader in a company without necessarily creating a new product or service”.

As per interviewee 4 – “There is clear distinction between an entrepreneur and a leader. An entrepreneur seeks profits and he is the focus. Whereas a leader shares his vision with others, he appreciates and gives credit to his employees. Undertakes challenges and difficulties on to himself”.

According to Interviewee 5, 6 – “An entrepreneur seeks his own success whereas a leader seeks success of everyone involved”. Having clear set of priorities, ideas and work passionately is also required.

Nevertheless, it is inevitable that an entrepreneur has to have leadership “Leadership is a skill needed to entrepreneur. The similarities are mainly having an intrinsic motivation
and being able to pass it to others, we don’t think that are many differences. It’s complementary” as stated by interviewee 3.

4.1.3.3 Use of Self-leadership to Lead Others

At this point, it is possible to state that the entrepreneur is one who has to lead. He or she may use strategies of self-leadership in order to develop him or herself personally and professionally.

Often, the entrepreneur may not share his or her own personal goals with his or her followers as stated by interviewee 1. However, often a natural reward for him is whenever he sees one of his employees’ success or achievement a result “I feel happy internally when my team exceeds. For example, a while ago we hired a new IT manager who is really young. We were preoccupied if he would handle what we needed, because the previous manager was really good on his work, very clever, and the new guy came, and now he is doing great, handling everything with much quality. And that excites me much, seeing the development and handling of others.” He also said “I try to motivate my team by trying to be a leader, not to motivate them, but to remove their barriers in order to achieve goals and giving a clear vision of where we intend to go and why we intend to go there. Remove barriers is something that is really meaningful for them and really enhances results”. “In my opinion, in most cases, whenever we apply simple solutions, such as, trying to be as fair as possible, transparent and democratic, enhance the productivity, the life quality of the employees”.

The entrepreneur as a leader may share his or her own personal goals, in order to bring his or her team together and build a membership spirit. For example, interviewee 3 stated “Nowadays my personal goals are almost the same as my professional goals”. That may seem to be conflicting with her answer about not setting personal goals as both are embedded in each other. However, by her goals are used to create a membership among her team, she states that “We motivate ourselves, my team always give me the feedback that the business will go on, they believe in it. I think that our capacity of problem solving as a company. Aside, I bring them to the problem solving, I always ask for inputs and advice, I usually share my decisions with my team, because they also reflect my clients as they have the same profile as my clients.”

Nevertheless, the use of personal goals and sharing with the team can also be inspirational to a team. Interviewee 2 has changed his terms motivation and life quality
as he has reported “I usually communicate it with them (personal goals and objectives) informally. The influence over others is evident. When we started working together my partners were more sedentary. When I am in São Paulo I go to work walking and usually run before going to work. Nowadays my partners are even more active than I am”.

Apart from interviewee 4 that doesn’t possess any goals interviewee 5, 6 – have goals that they keep to themselves and they seek out other goals. At the same time help them achieve.

Self-leadership is an individual path and must not be taken as leadership (Furtner, Baldegger & Rauthmann 2013). Nevertheless, it is a resource for implementing leadership and even if an entrepreneur unconsciously applies self-leadership on him or herself, he or she influences his or her surroundings and simplifies the act of leading.

4.1.3.4 Quinn’s Competing Value Framework: Competences and Leadership Role

In this Quinn’s based model, we underline some important aspects that we have come across and identified in our interviews. The shape used in the diagram is of an explosion and the bigger the shape the more data we have accumulated from the interviews in that specific model or vice versa.
Figure 7: (Kirby 2008, p. 160) - Quinn's competing values framework: competences and leadership role
A good starting point for what an entrepreneur inhibits is given by Quinn (1988) through his ‘competing values framework’. He claims that to be able to work within open systems model, the rational goal model, the internal process model and the human relations model is an effective way of leading. We have identified that despite the interviewed were capable of operating within all the fields. Due to our focus to co-relate the relationship between an entrepreneur and self-leadership. We chose to highlight the areas where most of the interviewed took a common ground. An area as such dominated by most of the interviewed was the rational goal model because they are the ones that took initiative, had a clear set of goals, believed in their followers. Possessed a high-level of personal productivity and that were self-motivated to be able to motivate others.

Departing from motivation they tend to develop the group dynamic, culture, environment and involve in participative decision-making that is part of the human relations model. Here promoting the individuals and help them reaching their goals was most important for the interviewed. But also, to seek self-awareness, self-assessment and self-efficacy in order to develop. So that they were well-capable of future challenges. A notion commonly shared among the interviewed is to learn from failure. Having all these qualities they seek change, manage and direct change with a high-level of intrinsic motivation.
5 Findings, Conclusion, Limitations and Suggestions for Further Research

At this point of our research we now present the findings on the analysis we have conducted. Next, we will present the limitations that became part of the interviews we have conducted and finally some suggestions for further research.

5.1 Findings

1) An Entrepreneur doesn’t always seek formal preparation. But instead, he or she possess intrinsic motivation naturally to engage in a business venture. Accordingly, we have evidence that an entrepreneur needs to gather knowledge throughout the process of being an entrepreneur. Nevertheless, there are cases in which the entrepreneur prepares him or herself formally by attending some courses and by reading. In some cases, the entrepreneur tends to engage him or herself in a business venture without seeking for a basis on how to become an entrepreneur. The finding is that all entrepreneurs interviewed have showed signs of clear intrinsic motivation towards their business. Intrinsic motivation can, to some extent, be related to constructive thoughts pattern. An example in regard is of interviewee 1 that claims “I always desired to be an entrepreneur. Mainly because I was mostly unhappy with some managerial practices from other companies and I believed that it was possible to involve differently.” The intrinsic motivation and a constructive thought pattern are perceived at the same moment. In an entrepreneur’s formal preparation, only interviewees 2 and 3 had formally prepared themselves. Entrepreneurs’ tend to learn by doing and failing, they tend to present intrinsic motivation and use constructive thought patterns in order to overcome barriers and achieve goals.

2) The Entrepreneur’s personal goals often are the same as their business goals. For an entrepreneur, sometimes, the line that separates their personal goals to business goals often is blurry. That is evident by the interviewee 3 saying that she does not set personal goals when she was first asked and that she makes sense of her achievements. Later, she has reported that she has business goals and that those were her personal goals. Likewise, interviewee 5 expresses having personal goals, but sometimes disregards them due to his work. The reason for
that is sometimes, personal goals are the same as business goals for an entrepreneur.

3) Self-leadership may not be a concept formally known by an entrepreneur. Nevertheless, it can be used by him or her unconsciously. An Entrepreneur can use self-leadership strategies in his or her own personal life, without knowing the technical concept. For example, all entrepreneurs use visualization of achievement before they engage in a task. That is evidence of they are using constructive thought pattern strategy. On the other hand, self-leadership strategies may not be used all at the same time. For example, the interviewee 1 reported using many strategies of self-leadership, such as self-goal setting, self-observation and self-cueing. But claims not to use self-reward strategies. Therefore, self-leadership strategies can be used alone or in combination along with other characteristics.

4) An Entrepreneur tends to see failure as a learning process and he or she tends to rationalize pressure and failures as a self-development enhancing event. The interviewees have shown that they tend to stay calm whenever they are in a challenging or difficult situation. It is possible to achieve while being calm and through internal dialogues that are self-talk. They also tend to rationalize their failures to overcome sometime in their future. That can be related to the avoidance of self-punishment and a tendency to use constructive thought strategies in order to develop themselves.

5) An Entrepreneur tend to see his or her team development and company goals, achievement as a natural reward of their own work. As when the interviewee 1 reported his joy on seeing his followers’ development. Also, the environment generated by a personal development reflects on the mood and motivational aspects of a team. We are aware that people tend to experience joy whenever they have a positive outcome. However, often the personal and professional goals are the same for entrepreneurs. It is evident that it is a natural reward to be able to socialize with his or her team and the development of their followers.

6) Self-leadership has a relation to leadership for the entrepreneur, but the variables of self-leadership that influences the entrepreneurs’ leadership may vary from evert case. For example, the interviewee 2 has changed the working environment by sharing his personal goals towards sports, that created a synergy within his
Eduardo Barros Lima and Vivek Noel Dinker Munigala

own team. Other than that, entrepreneurs tend to visualize achievements of their goals beforehand and that it is used to create a shared vision among their followers, as stated by all interviewees.

The above presented findings contain our interpretation of the realities of the entrepreneurs we have interviewed. Even though we interviewed limited number of entrepreneurs, we presume that the findings are relevant and valid.

5.2 Conclusion

Throughout the research, we have come across that entrepreneurs use self-leadership and they practice leadership. We have also analyzed that self-leadership is a component of leadership within which specific strategies are not clear in their effect on leadership (Furtner, Baldeger & Rauthmann 2013). For entrepreneurs' self-leadership often is used to develop him or herself or his or her business, as his or her personal goals.

In order to succeed the entrepreneur can use self-leadership strategies in order to develop personally him or herself and from the personal development, develop and have benefits on his or her business. Moreover, the use of self-leadership enhances leadership performance (D’Intino et al. 2007 and Neck et al. 2013).

Within the analysis of the transcriptions of the interviews we have noticed cues that signals that an entrepreneur can use self-leadership goal settings, such as self-goal setting and use it to influence the working environment and creating a positive mood among followers. As we have mentioned earlier in our findings in the case of the interviewee 2. To our surprise, often it was not clear for an entrepreneur whether his or her own personal goal is a personal goal. That he or she will use to have benefits on his or her own work. For example, influencing the mood of the followers, as claimed by interviewee 2, or when he or she claims that he or she does not set personal development goals as they are preoccupied with their work as also stated by interviewee 3. Another link between the entrepreneur as a leader and the use of natural rewards is the development of followers as stated by interviewees 1, 4, 5 and 6.

When we started our study, we wondered how an entrepreneur can use self-leadership strategies in order to lead others. It came throughout the process that he or she may use self-leadership to develop him or herself and influence his or her followers. There is no singular strategy or set of strategies that are possible to be used by an entrepreneur or that is generalizable for all entrepreneurs. The entrepreneur tends to have intrinsic
motivation, as we have come across with the answers of all interviewees. In our findings, we could describe how intrinsic motivation is related to constructive thought, which is part of the self-leadership construction. However, the internal dialogue belongs to the personal being of the entrepreneur. In our opinion, if an entrepreneur understands and uses self-leadership strategies he or she can benefit personally from it and use it to develop pragmatic leadership.

Unfortunately, we have missed some of the content due to the translation of the records (originally in the native language of the interviewees). Nevertheless, the transcript answers points that the use of self-leadership strategies by an entrepreneur’s can be similar despite their nationalities.

Given, the time frame we had of three months. We feel that we would have been able to interview more entrepreneurs from different industries or regions from Brazil or India. Which could have led us to different answers and perhaps different findings. Therefore, this is still an open issue in that needs more attention. We have exemplified how an entrepreneur can use self-leadership in his or her own life and use it to influence others. But the self-leadership strategies he or she may use are not all exposed in this study. Even if it was possible for an entrepreneur to lead without using self-leadership strategies.

5.3 Limitations of the Research

The samples of our study present limitations comprised of minimum access to statistical data that the interviewed didn’t want to disclose. But we believed and identified that they were doing well in terms of business due to the confidence and other qualities they were exhibiting during the interview. On the contrary as we were not doing quantitative analysis, data as such was not deemed important.

By using a qualitative method in our research, the sample we have used do not reflect the whole entrepreneurial activity of Brazilian and Indian societies. The entrepreneurs we have interviewed all had a minimum of an undergraduate degree and worked within the industry of information technology. But this doesn’t hinder us or invalidate our findings. Our understanding is that the forms that an entrepreneur may prepare him or herself to exercise leadership in his or her business venture is dependent on the context he or she is imbedded. Nevertheless, the use of self-leadership to develop leadership and being able to influence others can be used by an entrepreneur.
As mentioned earlier, we have not compared cultural differences within the entrepreneurs, our aim within the research was to understand how an entrepreneur is, how he or she can use self-leadership in-order to improve his or her own leadership skills. We also feel that we have filled the gap within the empirical evidence. However, we feel that there is still much to be learned and study in this field.

5.4 Further Research

After conducting this study, we find enormous joy to be able to dig deep into this topic. We also feel that this is an area that needs academic attention. Because to our surprise an entrepreneur is not just an entrepreneur but something more. However, comparative study between the strategies of self-leadership used by entrepreneurs from different countries would be a great addition to academic research. As we faced similar challenges relating to the issue, knowing being an entrepreneur is different in different parts of the world. Our curiosity in this topic finally paid off. We were able to underline crucial aspects that are core to an entrepreneur but there is a lot more to be researched.

Further research can be performed within the following subjects; what are the most used self-leadership strategies by entrepreneurs, what happens to the entrepreneur's performance if he or she receives formal instruction on self-leadership; how is self-leadership used by entrepreneurs. These are some suggested but not limited to.

Furthermore, some studies can be to study the changing nature of entrepreneurship that perhaps might call for leadership or vis-à-vis. In consideration to digitalization and robotic usage. It would also be interesting to see, will an entrepreneur in the coming years stay an entrepreneur as in many parts of the world or will he evolve into a leader or adapt leadership as a fundamental asset for entrepreneurship.
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# Appendices

## Appendix A The Revised Self-Leadership Questionnaire - Houghton & Neck 2002

<table>
<thead>
<tr>
<th>Question</th>
<th>Factor</th>
<th>Completely Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Completely disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  I use my imagination to picture myself performing well on important tasks</td>
<td>1</td>
<td></td>
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<tr>
<td>2  I establish specific goals for my own performance</td>
<td>2</td>
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<tr>
<td>3  Sometimes I find I'm talking to myself (out loud or in my head) to help me deal with difficult problems I face</td>
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<tr>
<td>4  When I do an assignment especially well, I like to treat myself to something or activity I especially enjoy</td>
<td>4</td>
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<tr>
<td>5  I think about my own beliefs and assumptions whenever I encounter a difficult situation</td>
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<td>6  I tend to get down on myself in my mind when I have performed poorly</td>
<td>6</td>
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<td>7  I make a point to keep track of how well I'm doing at work (school)</td>
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<td>8  I focus my thinking on the pleasant rather than the unpleasant aspects of my job (school) activities</td>
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<tr>
<td>9  I use written notes to remind myself of what I need to accomplish</td>
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<td>10 I visualize myself successfully performing a task before I do it</td>
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<tr>
<td>11 I consciously have goals in my mind for my work efforts</td>
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<tr>
<td>12 Sometimes I talk to myself (out loud or in my head) to work through difficult situations</td>
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<tr>
<td>13 When I do something well, I reward myself with a special event such as a good dinner, movie, shopping trip, etc.</td>
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<tr>
<td>14 I try to mentally evaluate the accuracy of my own beliefs about situations I am having problems with</td>
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<tr>
<td>15 I tend to be tough on myself</td>
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<td>in my thinking when I have not done well on a task</td>
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<td>I usually am aware of how well I'm doing as I perform an activity</td>
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<td>I try to surround myself with the objects and people that bring out my desirable behaviors</td>
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<tr>
<td>I use concrete reminders (e.g. notes and lists) to help me focus on the things I need to accomplish</td>
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<tr>
<td>Sometimes I picture in my mind a successful performance before I actually do a task</td>
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<tr>
<td>I work toward specific goals I have set for myself</td>
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<tr>
<td>When I'm in difficult situations I will sometimes talk to myself (out loud or in my head) to help me get through it</td>
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<tr>
<td>When I have successfully completed a task, I often reward myself with something I like</td>
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<td>I openly articulate and evaluate my own assumptions when I have a disagreement with someone else</td>
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<tr>
<td>I feel guilt when I perform and task poorly</td>
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<tr>
<td>I pay attention to how well I am doing in my work</td>
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<tr>
<td>When I have a choice, I try to do my work in ways that I enjoy rather than just trying to get it over with</td>
<td>9</td>
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<tr>
<td>I purposefully visualize myself overcoming challenges I face</td>
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<tr>
<td>I think about the goals that I intend to achieve in the future</td>
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<tr>
<td>I think about and evaluate the beliefs and assumptions I hold</td>
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<tr>
<td>I sometimes openly express displeasure with myself when I have not done well</td>
<td>4</td>
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<tr>
<td>I keep track of my progress on projects I'm working on</td>
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<tr>
<td>I seek out activities in my work that I enjoy doing</td>
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<td></td>
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<tr>
<td>I often mentally rehearse the way I plan to deal with a challenge before I actually do it</td>
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face the challenge

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<tbody>
<tr>
<td>34</td>
<td>I write specific goals for my own performance.</td>
<td>2</td>
</tr>
<tr>
<td>35</td>
<td>I find my own favorite way to get things done</td>
<td>8</td>
</tr>
</tbody>
</table>

Factor 1: visualizing successful performance - Constructive thought pattern strategies
Factor 2: self-goal setting - Behavior-focused strategies
Factor 3: self-talk - Constructive thought pattern strategies
Factor 4: self-reward - Behavior-focused strategies
Factor 5: evaluating beliefs and assumptions - Constructive thought pattern strategies
Factor 6: self-punishment - Behavior-focused strategies
Factor 7: self-observation - Behavior-focused strategies
Factor 8: focusing on natural rewards - Natural reward strategies
Factor 9: self-cueing - Behavior-focused strategies

Appendix B Interview questionnaire

a) The interviewee
   1. What does your company do?
   2. What is your role within the organization?
   3. How many employees do you have?
   4. How many are in your team?

b) Entrepreneurship
   5. What is your educational background? What made you become an entrepreneur?
   6. What do you think is important to become an entrepreneur?
   7. How have you prepared yourself to be an entrepreneur?
   8. How important you think leadership is for an entrepreneurial venture?

c) Self-leadership questions to the interviewees (based on the RSLQ)
   9. Before you start a task, do you imagine yourself completing the task?
   10. Do you set a goal or before you start task? Can you give an example?
   11. How do manage your feelings when you are in a difficult situation?
   12. Do you reward yourself when you achieve a personal goal, what do you do?
   13. And when you fail on a personal goal or task? How do you behave?
   14. Whenever you find yourself in a challenging situation, do you reevaluate the assumptions you used at first?
   15. Are you usually aware on how you are performing towards a personal task or a goal? If so, how are you aware of that?
16. How are the physical aspects of your workplace? How is the environment at your workplace and among your team?
17. How do you remind yourself about your personal goals? How do you keep yourself motivated?
18. If you have self-goals, do you communicate them to your followers? Does your followers perceives that you have self-goals? Do you communicate them?
19. How you think you inspire people to work with you? How do you motivate and inspire your team?

d) Leadership for the entrepreneur

20. Have you prepared yourself to be a leader in the organization?
21. Did you or do you take or took courses in leadership? If yes, in what subjects or what areas?
22. In your opinion what are the similarities and differences of being an entrepreneur and exercising leadership?
23. How you think you inspire people to work with you? How do you motivate and inspire your team?
### Appendix C Matrix Breakdown

<table>
<thead>
<tr>
<th>Self-leadership</th>
<th>Behavior focused strategies</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Self-goal setting</td>
<td>Self-reward</td>
</tr>
<tr>
<td>Questions</td>
<td>Do you set a goal or before you start task? Can you give an example?</td>
<td>If you reward yourself when you achieve a personal goal, what do you do?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Self-leadership</th>
<th>Natura reward strategies</th>
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<tbody>
<tr>
<td></td>
<td>Focusing thoughts on natural rewards</td>
<td></td>
</tr>
<tr>
<td>Questions</td>
<td>How are the physical aspects of your workplace? How is the environment at your workplace and among your team?</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Self-leadership</th>
<th>Constructive thought pattern strategies</th>
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<tbody>
<tr>
<td></td>
<td>Visualizing successful performance</td>
<td>Self-talk</td>
</tr>
<tr>
<td>Questions</td>
<td>Before you start a task, do you imagine yourself completing the task?</td>
<td>How do manage your feelings when you are a difficult situation?</td>
</tr>
</tbody>
</table>

<p>| Leadership      | Leadership |  |</p>
<table>
<thead>
<tr>
<th>Questions</th>
<th>If you have self-goals, do you communicate them to your followers? Does your followers perceives that you have self-goals? Do you communicate them?</th>
<th>How important you think leadership is for an entrepreneurial venture?</th>
<th>Have you prepared yourself to be a leader in the organization?</th>
<th>Did you or do you take or took courses in leadership? If yes, in what subjects or what areas?</th>
<th>In your opinion, what are the similarities and differences of being an entrepreneur and exercising leadership?</th>
<th>How you think you inspire people to work with you? How do you motivate and inspire your team?</th>
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<tr>
<td>Entrepreneurship</td>
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<td>Questions</td>
<td>What is your educational background? What made you become an entrepreneur?</td>
<td>What do you think is important to become an entrepreneur?</td>
<td>How have you prepared yourself to be an entrepreneur?</td>
<td>How important you think leadership is for an entrepreneurial venture?</td>
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Appendix D Brazilian interviewees' compilation and analysis

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<th>Entrepreneurship</th>
<th>Interviewee 1</th>
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<th>Emerging concepts to relate</th>
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<tbody>
<tr>
<td>What is your educational background? What made you become an entrepreneur?</td>
<td>I am graduated in Business Administration. Regarding being an entrepreneur, I always desired to be an entrepreneur. Mainly because I was always unhappy with some managerial practices from other companies and I believed that it was possible to make it different. Thus, in order to change managerial practices, I could adjust and help the companies which I was working for, but I’ll never be able to do it on my own way or to do things the way I desired, therefore, that’s why I needed to become an entrepreneur.</td>
<td>Production engineer and computer scientist as bachelor and I have a MBA in business management. Many factors made me want to be an entrepreneur, like, doing more than I did as an employee, generate more value, jobs, taxes and personal satisfaction. I always liked challenges. For me it is hard to be happy working from 8:00 a.m. to 5:00 p.m. and having a stable routine. I am happier as an entrepreneur.</td>
<td>I am graduated in international relations. I have decided to be an entrepreneur in 2013, before that I had an official job and this was a parallel thing going side by side with my job at a bank. The main reason why I have decided to become an entrepreneur was to fight for a cause which for me was very important. Thus, the only option I had to make things happen was to be as an entrepreneur, because inside a company it was impracticable.</td>
<td>- desire to be an entrepreneur - unhappiness with the current status - belief in making the difference</td>
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<tr>
<td>What do you think is important to become an entrepreneur?</td>
<td>It’s complicated. It’s hard to say, mainly here in Brazil because there are many cases that an entrepreneur starts by his or her own need. Regardless these cases, one may need many things, ideally is for one to know a bit about the market, having some background education on the occupation field, to know a bit about people management, finance, business model, this is the ideal. However, many people don’t have the patience to study it in advance and start doing. In my case I have studied a lot beforehand, I read much, I always wanted to be an entrepreneur. Right after college I have joined a consultancy, but during that period I have reflected and I thought that I had gained experience and some resources in order to maintain myself before making profit with the business. Each case one of these things is more needed.</td>
<td>At first one must be passionate for what he or she does. Because at the beginning there are many challenges and if one is not passionate and has a desire to succeed and is only interested in the financial results will give up. One has to have self-motivation, if not passion for the cause, another thing that motivates. And for me personally having a familiar support in terms of financing my personal expenses at the beginning. If I hadn’t had that support I wouldn’t succeed.</td>
<td></td>
<td>- market knowledge - background education - having some knowledge on people management - having some knowledge in finance - knowing about business model - prepare for having the right resources - reflection capability - passion for the business - self-motivation</td>
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</table>
How have you prepared yourself to be an entrepreneur?

Honesty, I haven’t sought for a formal preparation to become an entrepreneur. Even mainstream books about entrepreneurship and start-ups (I didn’t read), “lean start-up” and so on, all of them I have a notion of what do those books are about, but I have never read or took a look in depth on this subject. What I have done was something that I personally recommend to someone who intends to be an entrepreneur: “turn on the entrepreneurship aerial” so one can think about his or her own enterprise, seek for opportunities and think about what can one do to make a better business. For example, everything I did in my previous works, or each new interaction that I had with a new department or other any other thing that I thought that could add something to a future business, I tried to relate to myself and how could I apply it. In this sense, I have prepared myself indirectly having a critical view and figuring out what made me sense in terms of what to do and how to do. Another thing was observing things that for me were pointless, like, observing many organizations, which is something that nowadays we face internally, one thing that I doubt about are companies’ performance targets or goals. Sometimes, having a company formal goal may hamper an organization in many opportunities. I have observed many cases in which how a company target has jeopardized an organization by preventing them from seizing opportunities or imprisoning them in goals that have been traced with a different scenario forecast. I learned how to be an entrepreneur empirically, I didn’t seek out for any formal courses, for me the most valuable thing I have done was talking and learning from other entrepreneurs. I am sure that being in a business administration graduation was paramount to my development. Even though there were many things that I have studied that I have never used.

How important you think leadership is for an entrepreneurial venture?

Leadership is the most important subject we have at our company. All issues that have a good or bad outcome depends on how the leaders are positioning themselves. It’s the most difficult thing to work on and it is missing from our employees’ profile due to their technical (engineering, physics and mathematics backgrounds) as our employees have no formal education on leadership and we train them inside the company. Every time something goes tremendously well or bad it is related to leadership. My leadership is paramount here. Much of the company’s operations are in my hands. And many issues I face here are related to that culture in which the commercial department sales and my department has to deliver and the services and solve the clients’ problems. In my opinion, in most cases, whenever we apply simple solutions, such as, trying to be as fair as possible, transparent and democratic, enhance the productivity, the life quality of the employees, and so on. However, we are still unable to give many bonuses and benefits to the employees yet, and this makes things complicated to us sometimes. We are in an industry in which the margins are low. Thus, on applying things like these I’ve mentioned before, are fundamental.

How have you prepared yourself to become an entrepreneur?

Besides what I have mentioned before, I started to talk to other entrepreneurs, to build a relation with them, exchange ideas, to learn what was important to other entrepreneurs and what I could learn from them. I had some projects before that did not work out. Only studies won’t make things move. It is important to practice entrepreneurship, only to study won’t make things happen.

I don’t think I have prepared myself much. I learned by doing. I have started a business plan which I have not followed. Have worked at AIESEC (students’ organization) gave me some skills, but it was never thought in advance, like, I am going to work in AIESEC because I intend to be an entrepreneur in the future. I haven’t read anything regarding to entrepreneurship, I have read something about marketing, my business, but not about entrepreneurship.

How have you prepared yourself to become an entrepreneur?

Very much. It is related to myself, because a clear thing for me in the entrepreneurial world, one must lead what oneself is doing, for example, sometimes I find myself scared and wishing for having a boss to decide for me and this option is not available. Thus, leadership is required at all time, and also it is required by everyone with who one relates, like partners, employees, clients, one is the reference at all time. Thus, to make things happen, one has to be seen as a leader and others to believe on the same things that one believes.

Behavior focused strategies | Question | Interviewee 1 | Interviewee 2 | Interviewee 3 | Emerging concepts to relate
---|---|---|---|---|---
- observation | - experience exchange with other entrepreneurs | - leadership is required at all time | - fairness, transparency and democracy | - role model | - taking the lead of the actions course | - empowerment of the company
| Self-goal setting | Do you set a goal or before you start task? Can you give an example? | For example, the time I’ll spend in a task, why is that goal worthy for. This is something that I always think about in the sense of helping my team and not only myself. Many times, someone says that we should do something and I am the one who says that we won’t use this thing, I have seen it not working many times, let’s not waste time with this or if you intend to do this, do it as simple as possible for you to get into your own conclusions. Sometimes I am quite mean on cutting innovation, but that is due to my experience. | Yes. I have tried to always set personal goals in order to pursue them. For example, I try to run 30 km per week, maintain myself active. I try to set goals on what makes sense. I try to set reading goals, in order to read one or two books per month. How many times I go to the gym in a week, how I take care of my investments. I have many things to improve yet. | Not really. Whenever I accomplish something I think backwards in order to make sense of it and find a personal growth, but I don’t have the habit of setting personal goals. | - setting a personal goal and structuring how the goal will be achieved  
- being simple on setting a goal  
- goals that make sense  
- not clearly setting a goal beforehand but reflecting backwards |
| Self-reward | If you reward yourself when you achieve a personal goal, what do you do? | No. I do not present myself with a dinner or an object, I don’t have this habit. I feel happy internally when my team exceeds. For example, a while ago we hired a new IT manager who is really young. We were preoccupied if he would handle what we needed, because the previous manager was really good on his work, very clever, and the new guy came, and now he is doing great, handling everything with much quality. And that excites me much, seeing the development and handling of others. | Sometimes yes. I present myself with a nice meal. I am not a big consumer, going to the mall and buying something won’t compensate. Sometimes I give myself some rest and for me it is more rewarding. I take a weekend off. | Yes. Silly things, like going out for a beer, or asking someone to celebrate with me. | - no self-reward  
- small things e.g. having a beer  
- weekend off  
- mental relief |
| Self-punishment | And when you fail on a personal goal or task? | Whenever I fail I feel guilty and remorse. I blame in myself in my head. | I try to be rational. I try to understand the causes and set correcting actions in order to avoid failures. I usually reflect by myself and if such is the case I set new goals and decide what needs to be changed. | Nowadays, due to personal maturity failing won’t stop me of moving forward. I try to share the issue with others in order to get inputs and try new things and seek for help. | - self-blaming  
- relate to constructive thought patterns |
| Self-observation | Are you usually aware on how you are performing towards a personal task or a goal? If so, how are you aware of that? | I am really self-critic. Often times I find myself thinking that I am doing something wrong or thinking that I have done something good. I sometimes do some checkpoints to reevaluate how I am performing on a designed task. Sometimes I blame myself of how things are going. But, when I talk to others, I’m told that things are not that bad. I am more self-critic than other people. One key thing that hinders many entrepreneurs is something that my cousin wrote a long time ago saying that the CEO job is a lonely job. I am not a CEO, I’m the COO, but when I find myself in a high position I do agree with this feeling. It is hard to get an honest feedback, thus, it’s more self-criticism. | Yes, I usually have a feeling. I use spreadsheets with data in order to keep myself up to date. I also use intuition | Not really. It is more like a gut feeling. There are some signs that things are going well or not. For example, if I intend to close a deal with someone and there’s no reply for more than two weeks, or the opposite may happen, someone starts to follow you on Instagram, it’s a sign that the other is researching about me and is trying to make connection. Mainly in my business which requires a lot of relationship, thus, most of the signs that one is relating to me or to my brand, I perceive it as a sign of success. | - self-criticism  
- use of checkpoints  
- use of spreadsheets  
- use of intuition  
- perception of external signals |
<table>
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<tr>
<th>Self-cueing</th>
<th>How do you remind yourself about your personal goals? How do you keep yourself motivated?</th>
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<td>I make the skeleton beforehand planning and setting checkpoints. I keep myself motivated observing the development of people and improving the clients’ results with our work. Improving clients’ results is something really exciting for me. It’s one of my main drivers.</td>
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<td>I have a routine. My Excel archives are organized in order so I can follow up and maintain accountability. I have a personal habit of consulting my Excel archives. I organize myself with to-dos also on my mobile phone. I try to prioritize my activities. I think that basically expecting for results and achieving results. Aside that, social life, having a beer with my friends, relaxing and distracting for a while.</td>
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<td>Nowadays my personal goals are almost the same as my professional goals. So, what reminds me is my own work. For example, sometimes going to the practicing and talking to the players’ mothers and getting the feedback of how it has changed these girls’ life is really meaningful for me. The direct contact with the customer is what makes me sure that we’re building something and accomplishing what my dream is.</td>
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- making an informal plan
- use of to-dos
- conversation with stakeholders
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<th>Natural rewards</th>
<th>Interviewee 1</th>
<th>Interviewee 2</th>
<th>Interviewee 3</th>
<th>Emerging concepts to relate</th>
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| How are the physical aspects of your workplace? How is the environment at your workplace and among your team? | It’s an open space, people side by side and I sit among my coworkers. We have invested some good money on our workplace to have a nice office. We could have invested more, but we have a nice office. In São Carlos, it is a benchmark office and many times people has asked us about our architect’s contact in order to reply some of the ideas in other offices. As different we have some relaxed decoration, some puffs to seat, a lunchroom with a big table and some boxes with fresh fruits. We have a video game at the office, we have a foosball table, a playing cards place. And one thing regarding to this matter that we have not studied in business administration, it makes a huge difference. Another thing we have here is allowing dogs to come, they help more than disturb the environment. The only policy is that the dogs has to get well among themselves. | At the office, here in São Carlos I share a room with other people who is not from my company, it is not my official office. It’s a 25-square meter room. At the shared office, we don’t personalize it much. However, at our office in São Paulo, we have a foosball table, a pool table, video game, a different area with a couch for meetings. I spend most of my time in São Paulo, so I don’t care much about my working station in São Carlos. Results usually makes my work more pleasant aside with the relation with my co-workers. Sometimes having a coffee and changing focus from working also makes my work more pleasant. | I have two working places. Usually I do home office and there are the pitches. Usually I go to the pitches to follow the training sections and it is an outdoor activity. Usually I meet my team at the pitches. The meetings are training or matches. It’s an informal environment really relaxed. | - informal environment  
- supportive environment  
- investment in a comfortable environment  
- outdoor activities  
- breaks to exchange ideas and thoughts |
<table>
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<tr>
<th>Constructive thought pattern</th>
<th>Questions</th>
<th>Interviewee 1</th>
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<th>Emerging concepts to relate</th>
</tr>
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<tr>
<td>Visualizing successful performance</td>
<td>Before you start a task, do you imagine yourself completing the task?</td>
<td>Yes. That’s something that the faculty of business administration has helped. One thing that I felt during university is that whenever I had to do something I used to suffer a lot. After a while I learned to do a skeleton of the given task, thinking about what I had to do, the order of the things I had to do and how much time I would spend in each task. For me, this is a stress reliever, it makes things easier to be organized and until nowadays I keep doing this, at the same time, every time it fails, I get really stressed, and it’s funny how it can influence myself. As a recent example, I was invited to minister some classes about a software. Slightly out of my daily scope here and I would have to prepare myself during the evenings. And I thought to myself that it would add me workload and I haven’t done the skeleton. Close to the seminar, I was told that I would not have to make the seminar’s material as it would be practical, thus I thought that it was resolved and things were good for me. When I have started the seminar, one told me that I should have made the theory material to that seminar. For me it was an awful week, because I had to develop the material jammed. After that I was suffering even with the results of that seminar, blaming myself knowing that I could have done things better, or I should have refused to minister that seminar beforehand.</td>
<td>Yes. Not as frequently as I set goals and track the results. Perhaps I think more about on setting a goal and defining how I will be accountable for that goal, having a performance indicator, than picturing myself accomplishing a goal. But I do picture myself accomplishing a task before I do it. For example, this year I intend to run the São Silvestre (Brazilian run that happens in São Paulo every year in December 31). But it does not mean that every time I go out for running I think about finishing the São Silvestre run.</td>
<td>Yes. Always. For example, I think that’s because of responsibility. It’s in my mind that if I don’t do something, no one will do anything. Thus, whenever I start something, I need it to be concrete in the end. Then I always picture myself accomplishing it.</td>
<td>- Forseeing an achievement - making a mental plan</td>
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<td>Self-talk</td>
<td>How do manage your feelings when you are a difficult situation?</td>
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<td>Poorly. Whenever I find myself in a difficult situation that I have to make a decision I am quite calm and I don’t desperate. It may vary within the context. Until nowadays I don’t know what kind of events mixes my feelings not, but it is funny, sometimes my partner and I are facing a difficult situation and he is desperate and I am calm and other times it is the opposite, he keeps calm and I get anxious.</td>
<td>Usually I repress them. I’m not a complainer or used to express my feelings. And that’s something that I have to develop. I am quite logic; my mind pattern prevents me to complain or weep much because that won’t change the situation. Nowadays I deal with my feelings in a more mature way. Back to the responsibility issue, being in front of something which is mine and depends on me, I don’t have the option to cover myself under the blanket and weep. I am dealing with issues by not dramatizing, don’t making the issue larger than it is, trying to find a solution and being able to separate my feelings from what I need to solve.</td>
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<tr>
<td>- stay calm</td>
<td>- share struggles and get outside inputs</td>
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<tr>
<td>- avoid complaints, rationalization in order to understand and plan what to do</td>
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<tr>
<th>Evaluating beliefs and assumptions</th>
<th>Whenever you find yourself in a challenging situation, you reevaluate the assumptions you used at first?</th>
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<tbody>
<tr>
<td>Yes, many times. Assumptions whenever things worked correctly, assumptions of type of people needed, assumptions regarding on how will someone develop and how long will it take, I do revaluate many times my assumptions, often times I think that I do it more than I had to.</td>
<td>Sometimes yes. At the company we often do that, however we try to have the best assumptions beforehand in order to avoid reevaluating assumptions, otherwise we can’t work. We try to set checkpoints in order to reevaluate how is everything working.</td>
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<tr>
<td>- reevaluation assumptions</td>
<td>- do not reevaluate beliefs</td>
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<tr>
<td>- search of missing competencies</td>
<td>- keep calm and stay calm</td>
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<tr>
<td>- reevaluation assumptions</td>
<td>- share struggles and get outside inputs</td>
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<tr>
<td>- keep calm</td>
<td>- avoid complaints, rationalization in order to understand and plan what to do</td>
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**Eduardo Barros Lima and Vivek Noel Dinker Munigala**

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<th>Leadership</th>
<th>Interviewee 1</th>
<th>Interviewee 2</th>
<th>Interviewee 3</th>
<th>Emerging concepts to relate</th>
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</table>
| Have you prepared yourself to be a leader in the organization? | I have prepared myself to be a leader more than I have prepared myself to be an entrepreneur. Leadership is something that I have always taken seriously, something that I have sought for information. Even because on entrepreneurship I compare trying to prepare for it as playing games in a simulator before entering a real war. Many leadership concepts whenever you apply them makes real difference in a company. One can enhance leadership since from watching TED videos, participating on seminars and training. Being critic on my own previous leaders and at the same time trying to figure out what would I do if I were on my leader’s position, what was his situation in a given circumstance. | Perhaps I have prepared myself more informally or by trying and failing in other business ventures, for example, I was partner in a business school for college students, and we used to minister courses that we missed right after our graduation and these courses would be important during college time. We had courses such as leadership, project management, excel, I have been student in some of these courses, thus, I have prepared myself to be a leader, however, not with a formal course, I learned practicing, observing at the consultancy which I have worked. Among us partners, we pay attention on our leadership to have a good environment in our company. | I don’t think that I thought beforehand in order to prepare myself. But it happened naturally. I perceive my leadership towards making people become passionate towards my cause. So, perhaps, my preparation was to believe in my cause as a viable business venture, beyond a personal passion and a hobby. | - watching online seminars e.g. TED  
- participating on seminars and trainings  
- reflection upon previous experiences  
- critical thought  
- informal preparation  
- observation and benchmarking  
- practicing |
| Did you or do you take or took courses in leadership? If yes, in what subjects or what areas? | At first, I would consider AIESEC, even not being a usual leadership course, it was a great school for me. One thing that I always remember was when I applied to the position of Brazilian local president, one of the things that I had as a feedback for not being appointed to the position was because I was regarded as a bad team manager, at that time, in my head, I believed that my team was not delivering what was needed, I used to blame my team for poor delivery. Nowadays at my company it is quite funny, because I have an awesome team and things are really fluid and so the company is growing. Thus, it was a great school that has taught me many concepts, however these concepts were harder to apply due to many other reasons. And issues at that time were not only because of people, the product we had was hard to work with. For me, AIESEC was the main leadership school I have ever had. At the second company, I had worked with there were some sporadic leadership courses. On the first company, as I was hired as a trainee, there was something like a leadership school with many seminars and trainings. Once every three months we had a leadership trainmen. | Only at AIESEC. (AIESEC is an international organization which has as target develop leadership on students by giving them an opportunity to experience leadership). |  
- students’ organizations  
- attending seminars and courses  
- application of concepts learned  
- no being cynic |
In my opinion it was about communication, mainly regarding the problematic towards communication, how difficult it is to have the whole team aligned, how difficult it is to the information reach the lower positions inside an organization in an even form. How many problems one may face due to communication problems and how can one improve it. For me, it’s something clear. Another issue is aligning purposes and objectives, it’s something very relevant. Even when you are not working with a department which is not under your responsibility or has no direct relation with your area in an organization is a really relevant issue as well, in my opinion. Finally, there’s a guide of what is a leader’s role and what is not. For example, a leader who tries to have control of everything. One should be focusing on this and not that, doing this and not doing that. Thus, it is something that may be seen as irrelevant, but, if one tries to apply everything that has learned regarding leadership, it will not be possible for one even to answer e-mails. But one thing that I feel here inside my organization is that the more time one spends with his or her team, the less time one has to work. Not in a negative way. How I was ever told that people were the companies basis and only exists because of people and right after cuts 10% of the job positions. If a company does this, then people is not the most important thing inside an organization, I’ sorry. This is sending the wrong message to the employees. One thing that I constantly remember was during a training section in which the facilitator asked us how much time should we spend with our team, interacting and giving support? I don’t know, the ideal would be 50% of the time, but in reality, he or she spends something like 10%. And this is an issue that I think about every week and I think that I am wrong in that sense, because I can’t give my team the support that I think that I should, nevertheless, I am conscious that it highly important.

In your opinion, what are the similarities and differences of being an entrepreneur and exercising leadership?

There are some similarities like inspiring people, defining a vision and make everybody work towards that vision, communication that has to be effective, but are many conflicting issues. Sometimes one has aggressive goals as an entrepreneur and if one was only a leader, he or she might set a less aggressive goal. Spending time with the team, as an entrepreneur one has to invest his or her time on issues that would not make sense to his or her team. There’s always a conflict of how much should one invest in terms of profit sharing and how much should one let in the organization. That’s something that no one makes any comment on the literature, I have never seen that, and for me it is something really sensitive. There is a trade-off of how much should I reinvest in my business and how much can I have as profit sharing. Like one or not, one does not have a company without his or her employees, meanwhile one does not start a company to gain as much as used to gain before. There’s a high conflict of interest.

There are many things that are common to both subjects. Such as what I’ve mentioned before, for example, team management, manage expectations and vision, which is part of the leader’s role and at the same time it is also need to the entrepreneur. Nevertheless, for the entrepreneur there are some skills that not always are needed for the leader, such as understanding business model, business planning, product test, search where does the product fit in the market, meanwhile, the leader not necessarily needs to know how to transform an idea into products or services. One may be a leader in a company without necessarily creating a new product or service. Sometimes there are the company guidance and as a leader in a company has to take care of productivity and results of your team, job satisfaction and everything that a leader must take care of. These are distinct roles, but an entrepreneur needs more leadership skills, than a leader needs entrepreneurship skill, in my opinion.

For me these are similar things. Leadership is a skill needed to entrepreneur. The similarities are mainly having a motivation and being able to pass it to others, I don’t think that are many differences. It’s complementary.

- Similarities:
  - inspiring people
  - create a shared vision
  - clear communication
  - team management
  - complementary skills

- Differences
  - conflict of interest e.g. prioritize tasks
  - entrepreneur's remuneration
  - understanding a business model (being a generalist x being an expert)
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<th>Question</th>
<th>Response</th>
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<tr>
<td>If you have self-goals, do you communicate them to your followers? Does your followers perceives that you have self-goals? Do you communicate them?</td>
<td>No. No. Yes. Mainly personal goals related to sports. Sometimes others think that I am quite exaggerate with sports. I have given the example of the São Silvestre; however, I prefer adventure race with rivers, mountains, in the middle of nature. I usually communicate it with them informally. The influence over others is evident. When we started working together my partners were more sedentary. When I am in São Paulo I go to work walking and usually run before going to work. Nowadays my partners are even more active than I am.</td>
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<td>How you think you inspire people to work with you? How do you motivate and inspire your team?</td>
<td>I was told about that sometimes. A couple of weeks ago I received an article regarding to a former CEO from a company here in Brazil and a former employee told us that some of our practices were similar to those that were in the article regarding to that company’s CEO. Many former employees’ thanks us for helping them developing themselves and says that they’ll never work in a better place than here. Of course, there are some former employees that do complain when they leave. I try to motivate my team by trying to be a leader, not to motivate them, but to remove their barriers in order to achieve goals and giving a clear vision of where do we intend to go and why we intend to go there. Remove barriers is something that is really meaningful for them and really enhances results. Honestly, I think so. It is mutual among us. Each of us has a different competence that the other is inspired by. It is like I said before, I have changed my partners lifestyle. Considering our company and what we do, our inspiration is by recognizing people. One thing that I do quite often is whenever I get a positive feedback from a customer or a customer’s mother, I try to share and recognize my team work by giving them live compliments, or by sharing compliments towards my team through social media. I try to motivate them by recognizing their work and showing the impact of their work in the customers’ lives and how important is having them with us.</td>
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- not sharing
- sharing expectations and success
- open and informal communication
- seek for counsel
- shared problem solving
- removing barriers
- investing time in the employees
- giving example
- public compliments
- affective recognition
Appendix E Matrix Analysis - Indian interviewees

<table>
<thead>
<tr>
<th>Entrepreneurship</th>
<th>Interviewee 4</th>
<th>Interviewee 5</th>
<th>Interviewee 6</th>
<th>Emerging concepts to relate</th>
</tr>
</thead>
</table>
| What is your educational background? What made you become an entrepreneur?        | I have done Engineering and MBA. I have passion for sales as it is something that intrigues me. | I have background in MBA and I have worked in multiple organizations before I thought about starting on my own. As such I like working and being an entrepreneur is a much suitable attribute to that wish. Achievement is also very important for me; therefore, I chose this field. | I possess an engineering background in computer science and I am passionate about building products for masses. | - interest  
- lifestyle  
- passion |
| What do you think is important to become an entrepreneur?                         | In order to become an entrepreneur, it is very important to take calculated risks and develop leadership skills that you will need in the venture. | To be able to take calculated risks, to leave the comfort zone and to try something outside the comfort zone. Also, to be able to build and maintain something. | An idea to begin with, but also self-perserverance, Passion, Vision and Innovation. | - Knowing risks  
- leadership  
- action  
- business management  
- resilience  
- innovation  
- vision  
- passion |
| How have you prepared yourself to be an entrepreneur?                            | Not really, I only knew the basics of being an entrepreneur. But I soon realized that leadership would be that tool crucial in the role. | My family and friends played a major role in my business venture. They extended enormous help, support and were suggestive throughout the process. However, I followed the traditional way of starting the business i.e.; business plan, market research and business viability. | I feel in the process of becoming an entrepreneur you learn a lot of things that you otherwise wouldn't learn if not an entrepreneur. This is also to say that "NO" - I haven't prepared myself to become an entrepreneur. | - No formal preparation  
- family and friends support  
- business knowledge  
- learn by doing |
| How important you think leadership is for an entrepreneurial venture?             | I underline Leadership as being the starting step for an entrepreneurial venture. Despite in many traditional businesses authority, control is seen as a necessary. I have seen the changing nature of business and the entrepreneurial environment that focusses on to lead a team, that human connection and most importantly to motivate them. | For any entrepreneurial venture, having a proper direction is very important to survive or prosper and leader is the one who gives that direction to the organization. I strongly believe that without having a proper leadership skills. It is difficult to find a place in today's market. | Leadership is a well-defined foundation for an entrepreneurial venture because it doesn’t only give your insight on a business but also in general. Leadership can be used in many aspects of life. | - control  
- human connection  
- set the direction and creates a vision |
<table>
<thead>
<tr>
<th>Behavior focused strategies</th>
<th>Question</th>
<th>Interviewee 1</th>
<th>Interviewee 2</th>
<th>Interviewee 3</th>
<th>Emerging concepts to relate</th>
</tr>
</thead>
</table>
| Self-goal setting           | Do you set a goal or before you start task? Can you give an example? | Yes, when I set a goal I am determined to accomplish the goal. A successful sale to customer and do a lot of homework before the meeting. | Yes, if it’s a planned decision then I evaluate all the outputs before starting them. | I usually set some sub-goals that would ultimately result in a main goal. Similar to sprint-planning. | - Determination  
- usefulness of the goal  
- plan to execute and achieve the goal |
| Self-reward                 | If you reward yourself when you achieve a personal goal, what do you do? | I feel self-motivated - take a break whatever I am doing by spending time with my family and acquire a new set of goals. | I celebrate by taking some time out and spending time with my family. | No, I usually don’t. | - no self-reward  
- family celebration  
- family time |
| Self-punishment             | And when you fail on a personal goal or task? | Rework that I have failed upon, learn from my mistakes and try to better next time. | I try to understand why I failed (self-assessment) and try to learn from the mistakes I have committed. | I retrospect on the reasons for failure and try not to repeat the same mistakes. | - rationalization  
- constructive ways of thought |
| Self-observation            | Are you usually aware on how you are performing towards a personal task or a goal? If so, how are you aware of that? | I review my achievements and match them to my goals. | No | Track the progress with some metrics. | - No awareness regarding the performance  
- set metrics to analyze the completion and accountability  
- self-revision |
| Self-cueing                 | How do you remind yourself about your personal goals? How do you keep yourself motivated? | Remind myself of what I am going to achieve when I reach my goals. That keeps me motivated. | Personal goals often for me are disregarded due to my commitment towards my work-related tasks. | Tracking progress everyday helps and keeps me focused on my end goals. | - tempested tracking  
- lack of clarity on segregating personal and business goals  
- memory |

<table>
<thead>
<tr>
<th>Natural reward</th>
<th>Interviewee 4</th>
<th>Interviewee 5</th>
<th>Interviewee 6</th>
<th>Emerging concepts to relate</th>
</tr>
</thead>
</table>
| How are the physical aspects of your workplace? How is the environment at your workplace and among your team? | Good environment bright and full of energy among my employees, makes you adopt to your surroundings. | It’s an open culture where we keep interactions open between all the teams with minimal hierarchical structure. | It’s a comfortable, open and free working environment. | - informal environment  
- supportive environment  
- investment in a comfortable environment |
### Constructive thought patterns

<table>
<thead>
<tr>
<th>Questions</th>
<th>Interviewee 4</th>
<th>Interviewee 5</th>
<th>Interviewee 6</th>
<th>Emerging concepts to relate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visualizing successful performance</td>
<td>Before you start a task, do you imagine yourself completing the task?</td>
<td>Yes, I plan myself accordingly so all the parameters are met and well achieved. Achieving is very important for me as such.</td>
<td>Yes, it’s often a planned decision then I evaluate all the outputs before starting to work.</td>
<td>Yes, I do. I keep myself well aware of the necessary segments required to complete the task.</td>
</tr>
<tr>
<td>Self-talk</td>
<td>How do you think you inspire people to work with you?</td>
<td>I often keep them to myself as I believe being a leader it is a well-needed quality.</td>
<td>It depends and varies from task to task. So, I need to adapt to the task.</td>
<td>I often keep calm and focus on what needs to be done, perhaps a problem that needs my attention.</td>
</tr>
<tr>
<td>Evaluating beliefs and assumptions</td>
<td>How do you think you inspire people to work with you?</td>
<td>Yes, I do and compare with instances where I attained success. I am very self-critical also in these terms.</td>
<td>In challenging situations, my priority will be to evaluate options to come out of that situations in positive manner. Post which we can get into any kind of analysis.</td>
<td>Yes, I always do - because it is way to learn things.</td>
</tr>
</tbody>
</table>

### Leadership

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Interviewee 4</th>
<th>Interviewee 5</th>
<th>Interviewee 6</th>
<th>Emerging concepts to relate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have you prepared yourself to be a leader in the organization?</td>
<td>Yes, I have prepared myself to be a leader. By reading some books on leadership differs in different cultures.</td>
<td>Yes, I did prepare myself in the best way possible because I felt that it is needed requirement to lead a team. At the same time becoming a good leader is a much-needed quality.</td>
<td>No, not really. Just found my inspiration and motivation to lead.</td>
<td></td>
</tr>
<tr>
<td>Did you or do you take or took courses in leadership? If yes, in what subjects or what areas?</td>
<td>Not profoundly on leadership but on few motivation and business skills.</td>
<td>Not really, but I developed by leading myself.</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>In your opinion, what are the similarities and differences of being an entrepreneur and exercising leadership?</td>
<td>There is clear distinction between an entrepreneur and a leader. An entrepreneur seeks profits and he is the focus. Whereas a leader shares his vision with others, he appreciates and gives credit to his employees. Takes on the challenges and difficulties on to himself.</td>
<td>An entrepreneur seeks his own success whereas a leader seeks success of everyone involved.</td>
<td>Have some clear set of priorities, ideas and work passionately.</td>
<td></td>
</tr>
<tr>
<td>If you have self-goals, do you communicate them to your followers? Does your followers perceive that you have self-goals? Do you communicate them?</td>
<td>No.</td>
<td>Not really, because I believe personal goals are something that you keep to yourself and I don’t find any reason to discuss them. Unless it would result in motivating them.</td>
<td>Sometimes, I do. But I am more interested in helping people achieving their goals.</td>
<td></td>
</tr>
<tr>
<td>How you think you inspire people to work with you? How do you motivate and inspire your team?</td>
<td>By being a good leader but I guess I don’t what that means yet. I evolve, develop and learn with time - I have noticed. But I do my best to closely monitor, motivate and to believe in our vision.</td>
<td>As a leader, you are always observed, noticed either consciously or unconsciously. So, your actions are really in the focus, thereby you have to be aware of your surroundings. I need to be transparent and communicative by all means.</td>
<td>I try to lead by example, always discuss the bigger picture with the team and make them understand the business improvement with each feature release.</td>
<td></td>
</tr>
</tbody>
</table>

### Emerging concepts to relate

- Foreseeing an achievement
- Making a mental plan
- Staying calm
- Rationalization in order to understand and plan what to do
- Reevaluation assumptions
- Learning by reevaluation
- Reading
- Learn by doing
- Profitability
- Setting the vision
- Personal success
- Not sharing
- Often sharing
- Helping others to achieve goals
- Development of others
- Others' participation
- Lead by being a model
- Creating a shared vision

XIX
Appendix F Interviewees profiles

Here we describe the interviewees’ profiles and characteristics according to age, gender, nationality, graduation, previous working experience, what does their company does, their current role inside the company, his or her company business, how many employees his or her company has and how many partners he or she has in order to conduct his or her entrepreneurship. By doing that the reader may understand the context in which this research was realized.

<table>
<thead>
<tr>
<th>Interviewee 1</th>
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</tr>
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<tbody>
<tr>
<td>Data collection</td>
<td>VOIP</td>
</tr>
<tr>
<td>Age</td>
<td>33</td>
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<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Nationality</td>
<td>Brazilian</td>
</tr>
<tr>
<td>Background education</td>
<td>Bachelor in business administration</td>
</tr>
<tr>
<td>Previous working experience</td>
<td>Trainee in a manufacturing multinational from 2010-2011 Lead analyst in a multinational tech company from 2011-2013</td>
</tr>
<tr>
<td>Company location</td>
<td>São Carlos - SP, Brazil</td>
</tr>
<tr>
<td>Company business</td>
<td>Digital marketing agency. The company's main goal is media management to customers. Digital media, e.g.; Google Edwards, Facebook adds and other existing digital media platforms, aside that the company has incorporated other services that are related and brings internet traffic to the customer with technology services, yet, digital media represents between 60% to 70% of our gross revenue.</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2013</td>
</tr>
<tr>
<td>Role inside the company</td>
<td>Partner and COO</td>
</tr>
<tr>
<td>Number of employees</td>
<td>230</td>
</tr>
<tr>
<td>Total number of partners</td>
<td>3</td>
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<table>
<thead>
<tr>
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<tbody>
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<td>Age</td>
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<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Nationality</td>
<td>Brazilian</td>
</tr>
<tr>
<td>Background education</td>
<td>Bachelor in production engineering Bachelor in computer science MBA in business management</td>
</tr>
<tr>
<td>Previous working experience</td>
<td>Consultant in an engineering process consultancy</td>
</tr>
<tr>
<td>Company location</td>
<td>São Carlos - SP, Brazil</td>
</tr>
<tr>
<td>Company business</td>
<td>Payment system that through a mobile app in which the customers can order and pay in bars and restaurants. For the final user is an app which the user can order beforehand, can also use for delivery or take-away. The partners are bars, restaurants and clubs. It is possible to order and pay using the app.</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2016</td>
</tr>
<tr>
<td>Role inside the company</td>
<td>Partner and COO</td>
</tr>
<tr>
<td>-------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Number of employees</td>
<td>2</td>
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<tr>
<td>Total number of partners</td>
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### Interviewee 3

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<tr>
<td>Age</td>
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<tr>
<td>Gender</td>
<td>Female</td>
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<tr>
<td>Nationality</td>
<td>Brazilian</td>
</tr>
<tr>
<td>Background education</td>
<td>Bachelor in International relations</td>
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<tr>
<td>Previous working experience</td>
<td>Sustainability analyst in a bank</td>
</tr>
<tr>
<td>Company location</td>
<td>São Paulo - SP, Brazil</td>
</tr>
<tr>
<td>Company business</td>
<td>A company that organizes football training sections and matches for women and girls. The training sections and matches are organized online and the game and training are presental. Business are made through the website, e.g. inscriptions, payments.</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2013</td>
</tr>
<tr>
<td>Role inside the company</td>
<td>Managing partner</td>
</tr>
<tr>
<td>Number of employees</td>
<td>10</td>
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<tr>
<td>Total number of partners</td>
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### Interviewee 4

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<tbody>
<tr>
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<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Nationality</td>
<td>Indian</td>
</tr>
<tr>
<td>Educational Background</td>
<td>Bachelor’s in engineering and Master of Business Administration</td>
</tr>
<tr>
<td>Work-experience</td>
<td>Sales representative</td>
</tr>
<tr>
<td>Company location</td>
<td>Hyderabad, India</td>
</tr>
<tr>
<td>Business Area</td>
<td>IT Infrastructure Sales and Services</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2015</td>
</tr>
<tr>
<td>Position</td>
<td>Founder and Managing Director</td>
</tr>
<tr>
<td>Number of employees</td>
<td>150</td>
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<tr>
<td>Total number of partners</td>
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### Interviewee 5

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<td>Gender</td>
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<tr>
<td>Nationality</td>
<td>Indian</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Educational Background</td>
<td>Master of Business Administration</td>
</tr>
<tr>
<td>Work-experience</td>
<td>Worked in Multiple Organizations as a Consultant</td>
</tr>
<tr>
<td>Company location</td>
<td>Hyderabad, India</td>
</tr>
<tr>
<td>Business Area</td>
<td>IT Infrastructure Sales and Services</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2013</td>
</tr>
<tr>
<td>Position</td>
<td>Sales Head</td>
</tr>
<tr>
<td>Number of employees</td>
<td>42</td>
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<tr>
<td>Total number of partners</td>
<td>20</td>
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<table>
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<td>Gender</td>
<td>Female</td>
</tr>
<tr>
<td>Nationality</td>
<td>Indian</td>
</tr>
<tr>
<td>Educational Background</td>
<td>Master of Technology in Computer Science</td>
</tr>
<tr>
<td>Work-experience</td>
<td>Passion for creating masses</td>
</tr>
<tr>
<td>Company location</td>
<td>Hyderabad, India</td>
</tr>
<tr>
<td>Business Area</td>
<td>An app-based business that focusses on pregnancy and childcare with personalized ecosystem. It helps connect with other parents, experts and can buy relevant services and products.</td>
</tr>
<tr>
<td>Company foundation</td>
<td>2016</td>
</tr>
<tr>
<td>Position</td>
<td>Director of Engineering</td>
</tr>
<tr>
<td>Number of employees</td>
<td>45</td>
</tr>
<tr>
<td>Total number of partners</td>
<td>10</td>
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