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**NEXT STEP TOWARD A THEORY
OF ORGANIZATIONAL
ENTREPRENEURSHIP: CONCEPTUAL
ADVANCES**

1. Methodological background: dialectical assumptions

In this paper I talk about organizational entrepreneurship as a research domain and try to make additional contributions to theoretical background of traditional field of corporate entrepreneurship. I suppose that in trying to understand the occurrence of new organizational activity the concept of organizational entrepreneurship is more relevant for studying the process in all types of established organizations than corporate entrepreneurship.

Entrepreneurship is an important and complex construct that captures a wide spectrum of activities. It has long interested organization theorists. Economic, organizational, sociological and psychological analyses often focused on the processes through which novel events are sensed and exploited as opportunities. These observations suggest the importance of contextual and temporal factors in determining an organization's entrepreneurship. I am specially concerned with the how and why of entrepreneurship in organizations and explicitly focus on contradictions, social actors, interests, competences and actions as the main sources of entrepreneurship dynamics.

Insufficient theory currently exists to understand the dynamic interplay among entrepreneurship, the state and forces of external environment, the organization's capacity to facilitate entrepreneurship and resulting effectiveness. Without a strong theoretical characterization of these it is difficult to determine changes seemed to have forced many organizations into considering qualitative alteration of organizational rules that members use to interact cognitively and behaviorally with the world around them and implementing entrepreneurship as a way of surviving and growing.

The increased practitioner and academic attention to entrepreneurship's potential to renew organizations¹ is accompanied by searching for solid theoretical frameworks and managerially useful prescriptions². Nowadays, there is still a need for work that is able to contribute to the advancement of entrepreneurship theory. According to Davidsson, Low and Wright there seems to be growing consensus among influential scholars in the field that entrepreneurship research must become more theory-driven "(...) that avoids unstated assumptions"³.

¹ M.P. Miles, J.G. Covin (2002): Exploring the practice of corporate venturing: Some common forms and their organizational implications. *Entrepreneurship Theory & Practice* 26 (3): 21-40.

² I. Bull, G.E. Willard (1993): Towards a theory of entrepreneurship. *Journal of Business Venturing* 8 (3): 509-520.

³ P. Davidsson, M.B. Low, M. Wright (2001): Editor's introduction: Low and MacMillan ten years on: Achievements and future directions for entrepreneurship research. *Entrepreneurship Theory & Practice* 25 (4): 8.

Moreover, it is arguable that future research should consider cognitive and behavioral factors, relating to entrepreneurs in a variety of settings⁴, the effect on environmental factors⁵ the assessing of entrepreneurship outcomes and taking more multi-level approach⁶ time frame and causality issues⁷.

The argument that strong entrepreneurship enhances organization's reliable effectiveness is the intuitively powerful idea and question yet to be answered with a wide array of theoretical interests and methodological tools. I believe that considerable progress has been made if methodological and theoretical innovations have been introduced. It seems that there is an excellent opportunity to bring insights from strategic management and organizations literature studies on the entrepreneurship field.

A recent review of prospects for strategy suggests future orientation toward more creativity, context, dynamism, "out of bounds", practical⁸. The core questions concerning entrepreneurship in organizations should be addressed by complexifying theory following to the conduct of complexifying research process and to pertinent foundational work on more complex organizational theory⁹. It seems highly likely that the move to organic approach, originally used to distinguish organic from mechanistic management styles¹⁰, can contribute to the field of entrepreneurship. My work follows the trail of prior work that stressed the importance of an organic perspective on strategy¹¹. The new perspective derives its internal consistency from assumptions on:

- time (incessant and diachronic: concepts and relationships are part of the continuous processes and iterated sequences, and entities are created rather than given, models that high-light process and learning) – entrepreneurship is part of dynamic phenomena, it is not fixed but rather created and changed;
- flow (interaction, feedback and multiple loops, reciprocal causation, and endogenous influences, dynamic fit) – interaction, multiple and mutual in-

⁴ D. Ucbasaran, P. Westhead, M. Wright (2001): The focus of entrepreneurial research: Contextual and process issues. *Entrepreneurship Theory & Practice* 25 (4): 57-80.

⁵ H.E. Aldrich, M.A. Martinez (2001): Many are called but few are chosen: An evolutionary perspective for study of entrepreneurship. *Entrepreneurship Theory & Practice* 25 (4): 41-56.

⁶ P. Davidsson, J. Wiklund (2001): Levels of analysis in entrepreneurship research: current research practice and suggestions for the future. *Entrepreneurship Theory & Practice* 25 (4): 81-99.

⁷ G.N. Chandler, D.W. Lyon (2001): Issues of research design and construct measurement in entrepreneurship research: The past decade. *Entrepreneurship Theory & Practice* 25 (4): 101-113.

⁸ R. Whittington, A. Pettigrew, H. Thomas (2002): *Conclusion: Doing more in research strategy*. In *Handbook of Strategy and Management*, Pettigrew A., Thomas H., Whittington R. (Eds.). Sage Publications: London-Thousand Oaks-New Delhi: 475-488.

⁹ J. Ofori-Dankwa, S.D. Julian (2001): Complexifying organizational theory: Illustrations using time research. *Academy of Management Review* 26 (5): 415-430.

¹⁰ T. Burns, G.M. Stalker (1961): *The Management of Innovation*. Tavistock: London.

¹¹ M. Farjoun (2002): Towards an organic perspective on strategy. *Strategic Management Journal* 23 (7): 561-594.

fluences make room for entrepreneurs choices and action and for endogenous developments;

- construct coupling (problem-centred, multilevel and relational views, holistic picture, comprehensive models, integration across multiple levels of analysis) – interdisciplinary and integrated view of entrepreneurship, sensitive to interdependent ideological, political, cognitive, administrative, psychological and economical aspects.

I suggest key progression based on dialectical and as vital to development of entrepreneurship research, teaching and practice. It is worth noting that this renewed interest in dialectic, is not a sign of regression but of the field maturity. Over the last decade, an increasing number of researchers have adopted a dialectical perspective on organization, strategy and management¹². The dialectical approach is characterized with the following features:

- The same organization can and should be analyzed from different points of view. All the viewpoints are equipollent and mutually complimenting since they deal with essential parts of the whole organization. Independent and confronted evaluations encourage critical attitude and avoidance of involvement in favoured point of view. One-sidedness of the view wouldn't lead to anything good at all. Dialectics would clear the road for exchange arguments and evidence from variety of contradicting position in debate.
- Conscious and common theoretical multi-lenses framework offers complementary or even mutually exclusive researches approaches. Concurrent im-

¹² Common ground for central premises underlying the dialectical model is delineated by: J.K. Benson (1977): Organizations: A dialectical view. *Administrative Science Quarterly* 22 (1): 1-21; K.S. Cameron (1986): Effectiveness as paradox: Consensus and conflict in conception of organizational effectiveness. *Management Science* 32 (5): 539-553; M.S. Poole, A.H. Van de Ven (1989): Using paradox to build management and organizations theories. *Academy of Management Review* 14 (4): 562-578; R.T. Pascale (1990): *Managing on the Edge: How Successful Companies Use Conflict to Stay Ahead*. Viking: London; Ch. Hampden-Turner (1990): *Charting the Corporate Mind: From Dilemma to Strategy*. Basic Blackwell: London; J.P. Kotler, J.L.Heskett (1992): *Corporate Culture and Performance*. The Free Press: New York; Ch. Handy (1994): *The Age of Paradox*. Harvard Business School Press: Boston; J. McKenzie (1996): *Paradox-The Next Strategic Dimension. Using Conflict to Reenergize Your Business*. McGraw-Hill: New York; B. De Wit, R. Meyer (1998): *Strategy. Process, Content, Context. An International Perspective*. International Thomson Business Press: London; S.L. Brown, K.M. Eisenhardt (1998): *Competing on the Edge. Strategy as Structured Chaos*. Harvard Business School Press: Boston; H. Mintzberg, B. Ahlstand, J. Lampel (1998): *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. Prentice Hall Europe: Heartfordshire; S. Carter (1999): *Renaissance Management. The Rebirth of Energy and Innovation in People and Organizations*. Kogan Page: London; M.W. Lewis (2000): Exploring paradox: Toward a more comprehensive guide. *Academy of Management Review* 25 (4): 760-776; F.M. Fabian (2000): Keeping the tension: Pressures to keep controversy in the management discipline. *Academy of Management Review* 25 (2): 350-371; Ch. Hampden-Turner, F. Trompenaars (2000): *Building Cross-cultural Competence. How to Create Wealth from Conflicting Values*. Wiley: Chichester; B. Townley (2002): The role of competing rationalities in institutional change. *Academy of Management Journal* 45 (1): 163-179; M. Seo, W.E.D. Creed (2002): Institutional contradictions, praxis and institutional change. *Academy of Management Review* 13 (2): 222-247; S.R. Clegg, J.V. Cunha, M.M. Cunha (2002): Management paradoxes: A relational view. *Human Relations* 55 (5): 483-503.

plementation of numerous different approaches and flexible cognitive perspective are necessary for understanding complex organizational phenomena. The starting point is the entity of the organization that is further divided into mutually complimenting and contradicting areas.

- Contradiction reconciliation processes taking place in reality and means coexistence and friction between juxtaposed tendencies in objects and processes, and particularly relations between events, whose coexistence creates their interaction. None of two contradictory forces can be removed. The emphasis on reconciling contradictions is matched by an encouragement of more systemic and holistic approach to management. The orientation toward contradictions and ways of their reconciliation provides a framework for more profound characteristics of organization. Ambivalences, complementaries and tension between opposite forces stimulate continuous movement. Tension between actors or within and among organizations stem from the variety of political, functional, social and institutional roots. Executives who see being and reality as continuous movement, a dialectical process can enable the development of their organization.
- The state of organizational equilibrium not only doesn't exclude contradictions, but accepts them as the basis for radical changes of the existing organizational order. In particular, it implies that inherent contradictions, fused with external developments, create potential for change. The dialectical process model specifically highlights path-dependent organization's formation in which past developments constrain and enable present multiple feasible trajectories. Observable organizational patterns are regarded as one among many possibilities and development path is not natural or determinate. Full management of organization's growth is rare, and when it occurs, it is fragile.
- The task of managers is to synthesize contradictive views. They should strive to temporarily accommodate both factors at the same time and actually need to welcome contradiction and tension. Effective management requires avoidance of quick, fixed solutions. Faced with contradictions, we can try to find novel way of combining opposites, but will know that none of this creative reconciliation will ever be the ultimate answer. An organization which strives constantly to find extreme solutions may find that the process hinders its development and effectiveness. A reconciliation is a dynamic process, not a final state. It brings two extremes of contradiction together but excludes neither. A reconciliation is local in that sense that it cannot be designed but emerges from situated practice.

In sum, in this dialectic model entrepreneurship is first conceptualised as a continuous social process that reconciles opportunity exploitation, change, flexibility, differentiation, competition, and opportunity exploitation, stability, order, integration, cooperation.

2. The nature of entrepreneurship: Reconciling opportunities and actions

Underlying the particular view of space and time is the idea of dialectical, organic process. To find common ground among competing opposites I search for perspective in incongruity, try to avoid the temptation to engage in debunking rhetoric and really study others validity concern, focus on problematic that is central to entrepreneurship but somehow lie just outside of ordinary awareness. Organizational members are becoming and relating by imagining, willing, acting and learning¹³. The dialectical movement is stimulated by competing and/or surging, isolating and/or specializing, exchanging and/or communicating, cooperating and/or organizing. The representation of time and space by organizational members will determine the amplitude of their thoughts and acts to foster entrepreneurship.

Extending my earlier description I define entrepreneurship as reconciling opportunities and actions in the context of co-evolving people and venture with organization and its environment, that is holistic in approach¹⁴. Research by Fiol argued that organizations provide fertile ground for entrepreneurial activities in that “they encompass the contradictions needed for creative thought and action”¹⁵. Thus organizational entrepreneurship seems to involve the transformation of individual ideas into collective action through the management of uncertainties by reconciling contradictions. Entrepreneurship is mainly effort tend to elaborate a set of temporary solutions serving to maintain the stability and continuity of ventures, with keeping adaptability and innovativeness at the same time. A significant role in this process is played by interactive relation between

¹³ R. Calori (2002): Organizational development and the ontology of creative dialectical evolution. *Organization* 9 (1): 127-150.

¹⁴ M. Bratnicki (2002): *Przedsiębiorczość i przedsiębiorcy współczesnych organizacji* (Entrepreneurship and Entrepreneurs in Contemporary Organizations). WAE: Katowice, Poland.

¹⁵ C.M. Fiol (1995): Thought worlds colliding: The role of contradiction in corporate innovation processes. *Entrepreneurship Theory & Practice* 19 (3): 71.

thought (cognition) and action, which is shaped by positive and negative feedbacks, and is an immanent feature of entrepreneurship. Although I distinguish opportunity from action, in my viewpoint both are the necessary parts of entrepreneurial process. Thinking and acting are intertwined processes having the effect of creating insights within the entrepreneurs' own mental representation and learning by altering their attributions of cause and effect influences.

In this definition I emphasized various contributions uncovered a persistent tension in the field between thought and action: entrepreneurship is an attempt to construct the rational and predictable world in the face of reality that quite often resist it. Because it is opportunity-centred, it enables people to pursue and realize their dreams: the process of the new high potential venture started, growing the venture, successfully harvesting it, and starting again regardless of the resources currently controlled. I refer here to the definition developed by H.H. Stevenson and colleagues at the Harvard Business School, which focuses on the process of creating or seizing opportunities and pursuing it regardless of resources currently controlled¹⁶.

In different national cultural contexts entrepreneurs share similar propensity to pursue opportunities aggressively and with little regard to limited resources¹⁷. Bhidé suggested that entrepreneurs are not risk-takers. Instead they have a high tolerance for ambiguity, the willingness to proceed in the absence of adequate information and capital¹⁸. Of particular importance are entrepreneurial actions that are taken using a dialectical perspective that lead to maximum wealth creation in all types of organizations, including independent new ventures. The heart of entrepreneurship is creating, shaping, recognizing, interpreting unformed opportunities followed by will, ability, desire, competences, and initiative to seize and pursue these opportunities. Entrepreneurship includes both opportunities and actions. Actions are a general label for bundles, sets or sequences of behaviors aimed at resource mobilization and deployments, initiatives, responses, moves, deals, investments, and developments. They include ideological, political, economical, legal, administrative, social behaviors over time oriented to change the way people live or work.

The process integrates prescriptive and descriptive models, it combines motion of process, unity, vitality, and highlights both the time and the integration. Entrepreneurship is viewed as interactive, dynamic, learned, integrative, inventive, emergent and dialectical process; a network of relations, interactions,

¹⁶ H.H. Stevenson, J.C. Jarillo (1990): A Paradigm of entrepreneurship: Entrepreneurial management. *Strategic Management Journal* 11 (1): 17-27.

¹⁷ J. Tan (2002): Culture, nation and entrepreneurship strategic orientations: Implications for an emerging economy. *Entrepreneurship Theory and Practice* 26(4): 95-111.

¹⁸ A.H. Bhidé (2000): *The Origin and Evolution of New Business*. Oxford University Press: Oxford.

equifinality and multi-causality influences between people, opportunities and ventures. Entrepreneur thought and action is inescapably influenced by context, but inescapably influences context. Understanding the context requires taking a dialectical ontological position. Acknowledging entrepreneurship at work as a way of enhancing the human condition, its dignity, and its development potential in that context require organic epistemological position. Co-evolutionary context shapes patterns of entrepreneurial behaviors that contribute to entrepreneurship and subsequently, the creation of wealth.

I review reconciling opportunities and actions as fundamentally intertwined, multi-directional processes, pervading all organizational levels and environment. The organizational aspects of entrepreneurship are clearly interdependent with individual factors i.e. focus of control, cognitive style, need for achievement and flexibility, risk taking, proactiveness, innovativeness. The possession of individual facets of entrepreneurial competences is only of value if supporting organizational and environmental facets co-exist.

The core scientific question is: How to reconcile different ways of organizing and ongoing changes in order to create new subsequent configurations (patterns) as entrepreneurship context? The suitable important motion is co-alignment, the idea of mutual influence between organization and its environment¹⁹. The organization adapts to its environment, and creates new competitive environment by means of entrepreneurial (innovative, high growth potential) ventures which have strategic direction (formal goals related to sustained competitive advantage)²⁰. Aldrich's emphasis on emergence seem well placed on this topic²¹. Organizations, populations and communities emerge, change, and evolve over time. Historical conditions and social processes affect how entrepreneurs construct new organizational forms.

Entrepreneurial sequence "opportunity – vision and mission – strategy – business plan – venture" forms long-term guidance from conception to wealth creation²² and quality of co-alignment. The organization's entrepreneurship co-aligns it with the environment by building and modifying the organization's resources, competences, organizational architecture to respond and influence environmental conditions and developments. In short, entrepreneurship is some kind of dynamic creation and coordination where opportunities and actions are reconciled. Entrepreneurship and strategic management are fundamental for

¹⁹ R.M. Brandenburger, B.J. Nalebuff (1996): *Co-opetition*. Doubleday: New York.

²⁰ Ph.A. Wickham (2001): *Strategic Entrepreneurship. A Decision-Making Approach to New Venture Creation and Management*. Financial Times/Prentice Hall: Harlow.

²¹ E.H. Aldrich (1999): *Organizations Evolving*. Sage: Thousand Oaks.

²² S. Birley, D.F. Muzyka (Eds.) (2000): *Mastering Entrepreneurship. The Complete MBA Companion in Entrepreneurship*. Financial Times/Prentice Hall: Harlow.

growth of organizations co-evolving with its environment. The interplay of internal and external actors create different growth paths characterized by empowerment and proactivity²³ that are incommensurate with perceived unpredictability, instability, complexity, ambiguity, uncertainty of action circumstances²⁴. Taylor and Van Every argue: “the enactor, the environmental and organization were all co-created in the same enactment, none of them preceded the others, and thus, no could have been the progenitor on the others”²⁵. However, the next step to be done and sort out what is important, a fuller treatment of agency, power, and politics is crucial to create an overall framework that provides value well beyond metatheoretical debates.

I find considerable value in using the co-evolutionary perspective organization to study entrepreneurship formation. In recent years co-evolution of an organizations and environment, defined as mutual adapting to and joint creating new landscape²⁶ where cooperation and competition intersperse have drawn considerable attention in the strategic management and entrepreneurship field²⁷. Organization’s effectiveness is an outcome of co-evolution of the organizational and environmental context of entrepreneurship faces over time. The context is changing with entrepreneurial actions. For example, shaping and development of idea co-evolve with exploring and gaining new resources²⁸. This co-evolution is sustained through entrepreneurial way of perceiving, thinking, reasoning and acting aimed at creating, shaping, recognizing, interpreting, seizing and pursuing unformed opportunities. The entrepreneur needs to co-evolve with (perhaps manage) – that is selectively identify, respond and influence – entrepreneurship context, which particularly includes actors (individuals, groups, organizations, or a set of individuals and organizations). Actors’ attributes, behaviors, resources, competences, strategies, relationships and interactions define and limit

²³ H.W. Volberda, Ch. Baden-Fuller, F.A.J. van den Bosh (2001): *Mastering strategic renewal. Mobilizing renewal journey in multi-unit firms. Long Range Planning* 34 (2): 159-178.

²⁴ A. Mukherji, P. Hurtado (2001): Interpreting, categorizing and responding to the role of culture in strategic problem definitions 2001. *Management Decision* 39 (2): 105-112.

²⁵ J.R. Taylor, J. Van Every (2000): *The Emergent Organization: Communications at Its Side and Surface*. Erlbaum: Mahwah: 266.

²⁶ D. Oliver, J. Ross (2000): *Striking a Balance: Complexity and Knowledge Landscapes*. McGraw-Hill: Maidenhead.

²⁷ S. Haeckl (1999): *Adaptive Enterprise: Creating and Leading Sense-and-Respond Organizations*. Harvard University Press: Boston; A.Y. Levin, H.W. Volberda (1999): Prolegomena on coevolution: A framework for research on strategy and new organizational forms. *Organization Science* 10 (5): 519-535; B. Lovas, S. Ghoshal (2000): Strategy as guided evolution. *Strategic Management Journal* 21 (9): 875-896; A.Y. Levin, H.W. Volberda (2001): *Mobilizing the Self-Renewing Organization: The Coevolution Advantage*. M.E.Sharp: New York.

²⁸ A. De Koning (2000): Meeting people to shape opportunities – the entrepreneur’s way. In *Mastering Entrepreneurship. The Complete MBA Companion in Entrepreneurship*, S. Birley, D.F. Muzyka (Eds.). Financial Times/Prentice Hall: Harlow: 180-183.

for a meaningful period of time what opportunities one can successfully seize and pursue. Thus the co-evolution framework establishes a bridge between strategic management and entrepreneurship literature.

In general, I suggest that challenges entrepreneurs face operate at several different levels (individual, group, organization, environment). Specially there are some environmental aspects, that are states, forces, developments important for entrepreneurial success. In a related vein entrepreneurship researchers should bestow attention on cultural²⁹, regulative, cognitive, normative³⁰ aspects and knowledge management context. Knowledge management significantly nurtures entrepreneurship; therefore suitable environmental context is crucial for releasing the people's energy to succeed in the field³¹. More general political, economic, social, technical environment dimensions also play significant role in entrepreneur's success and enterprise's effectiveness.

3. Entrepreneurial management and organizational enablers

Starting at the organizational level, it is necessary to modify the current structured view of organizations and think of them as a configuration of characteristics, or properties, that vary from class of organization to another. Organizations could be construed as different configurations of stimuli reinforcement structures, or different configurations of constraints which individuals are exposed to.

Even though the entrepreneurship literature contains no agreement as to what in particular should be included in a processual core³², I believe that to

²⁹ M.H. Morris, D.L. Davis, J.W. Allen (1994): Fostering Corporate Entrepreneurship: Cross-cultural comparisons of the importance of individualism versus collectivism. *Journal of International Business Studies* 25 (5): 401-416; G.K. Jones, H.J. Davies (2000): National culture and innovation: Implications for locating global R&D operations. *Management International Review* 40 (1): 11-39; A.S. Thomas, S.L. Mueller (2000): A case for comparative entrepreneurship: Assessing the relevance of culture. *Journal of International Business Studies* 31 (2): 287-301.

³⁰ L.W. Busenitz, C. Gomez, J.W. Spencer (2000): Country institutional profiles: Unlocking entrepreneurial phenomena. *Academy of Management Journal* 43 (5): 994-1003.

³¹ J.D. Teece (2000): Strategies for managing knowledge assets: The role of firm structure and industrial context. *Long Range Planning* 33 (1): 35-54.

³² S.A. Zahra, G.G. Dees (2001): Entrepreneurship as a field of research: Encouraging dialogue and debate. *Academy of Management Review* 26 (1): 8-10; S. Shane, S. Venkataraman (2001): Entrepreneurship as a field of research: A response to Zahra and Dees, Singh and Erickson. *Academy of Management Review* 26 (1): 13-16; M.B. Low (2001): The adolescence of entrepreneurship research: Specifications of purpose. *Entrepreneurship Theory & Practice* 25 (4): 17-25.

identify core elements, the notion of reconciliation among the elements of entrepreneurship plays a key role. Entrepreneurial management is a conceptual framework for describing the phenomenon. Day defines entrepreneurial management as “all management actions and decisions concerning the creation of new business and the related development of innovation from new or reconfigured resources, regardless of the scope of such development efforts (i.e. from start-ups to large established firms)”³³. The process focuses on value creation, opportunity recognition, discovering tomorrow’s enterprise today, development and growth³⁴. Dess, Lumpkin and McGee discuss the suitability of modular, virtual and barrier-free design³⁵.

The issue at hand now becomes a question of building future enterprise by entrepreneurial management relating to rapidly growing various creation endeavours. The resources of entrepreneurial management include not just traditional ones but start-up experience, ability to gather funding, coordinated knowledge of an opportunity and of how to obtain and exploit undervalued resources, decision-making heuristics unknown to others that entrepreneurs utilize to impart meaning to an uncertain and complex ambiguous situations, alertness giving special insight into opportunities with the greatest potential return, power dynamic that leverage knowledge³⁶ and, recently, social capital³⁷, attention³⁸, time³⁹. Compared to tangible resources, entrepreneurial resources are more intangible, socially complex and difficult to understand and imitate. Context-dependent entrepreneurial actions and processes are needed to create sustainable heterogeneous enterprises that create sustainable long-term effectiveness. The

³³ D.L. Day (1992): *Research linkages between entrepreneurship and strategic management*. In D.L. Sexton and J.D. Kasarda (Eds.) *The State of Art of Entrepreneurship*. PWS-Kent: Boston: 117.

³⁴ S. Michael, D. Storey, H. Thomas (2002): *Discovery and Coordination in Strategic Management and Entrepreneurship*. In M.A. Hitt, R.D. Ireland, S.M. Camp, D.L. Sexton (Eds.) *Strategic Entrepreneurship. Creating a New Mindset*. Blackwell: Oxford: 45-65.

³⁵ G.G. Dees, G.T. Lumpkin, J.E. McGee (1999): Linking corporate entrepreneurship to strategy, structure and process: Suggested research directions. *Entrepreneurship Theory & Practice* 23 (3): 85-102.

³⁶ R.H. Amit, K. Brigham, G.D. Markman (2000): *Entrepreneurial management as strategy*. In G.D. Meyer, K.A. Heppard (Eds.) *Entrepreneurship as Strategy: Competing on the Entrepreneurial Edge*. Sage Publications: Thousand Oaks: 83-100; C. Lee, K. Lee, J.M. Pennings (2001): Internal capabilities, external networks, and performance. A study on technology-based ventures. *Strategic Management Journal* 22 (Special Issue): 615-640; S. Thornhill, R. Amit (2001): A Dynamic perspective of internal fit in corporate venturing. *Journal of Business Venturing* 16 (1): 25-50; S.A. Alvarez, J.B. Barney (2002): *Resource-based Theory and the Entrepreneurial Firm*. In M.A. Hitt, R.D. Ireland, S.M. Camp, D.L. Sexton (Eds.) *Strategic Entrepreneurship. Creating a New Mindset*. Blackwell: Oxford: 89-105.

³⁷ R.D. Putnam (2000): *Bowling Alone: The Collapse and Revival of American Community*. Simon & Schuster: New York.

³⁸ T.H. Davenport, J.C. Beck (2001): *The Attention Economy. Understanding the New Currency of Business*. Harvard Business School Press: Boston.

³⁹ E. Mosakowski, P.C. Earley (2000): A selective review of time assumptions in strategy research. *Academy of Management Review* 25 (4): 796-812.

point being that how entrepreneurs think making strategic transparency and decisions⁴⁰, overcome core rigidities, reduced experimentation, reduced incentive intensity, and increased strategic transparency⁴¹ are at the heart of enterprise heterogeneity and sustainability but is insufficient for predicting its ultimate success or failure. Organizational architecture that shapes how an enterprise uses its resources is also important. In conclusion, entrepreneurship may be facilitated or imposed by the existence of enterprise resources, including capabilities or competences that combine or span isolated resources⁴², and organizational architecture-practices, policies, routines, processes, behaviors that are tied to an enterprise in some relatively permanent fashion.

Entrepreneurship dynamics integrate entrepreneurial behaviors, strategic paradoxes, environment and co-evolves with regard to ideology. Meeting the requirements of studying factors influencing and constituting entrepreneurship process is based on the dynamics of social processes. Divergence of ideology (formally reflected in strategic intent, goals, and targets) and perceived conditions of venture realization shape instrumental orientation of entrepreneurship – the fulfillment process. Organization's key elements (organizational culture, power and leadership, people, strategy, structure and systems, resources and competences) yield context of creating, shaping, recognizing, interpreting, seizing and pursuing opportunities. Establishing organizational context conducive to entrepreneurship – ideologically forming strategic responsibility and knowledge-based community of practice, politically building organization's vitality and joint learning, cognitively outlining discretion of competitive manoeuvres and experimentation, behaviorally shaping organizations flexibility and improvisation, administratively designing structure – environment alignment and self-organization, creatively mobilizing resources and competences⁴³ – is a core task for the entrepreneurial management.

⁴⁰ R. Baron (1998): Cognitive mechanisms in entrepreneurship: Why and when entrepreneurs think differently than other people. *Journal of Business Venturing* 13 (4):275-294.

⁴¹ E. Mosakowski (2002): *Overcoming Resource Disadvantages in Entrepreneurial firms: When Less Is More*. In M.A. Hitt, R.D. Ireland, S.M. Camp, D.L. Sexton (Eds.) *Strategic Entrepreneurship. Creating a New Mindset*. Blackwell: Oxford: 106-126.

⁴² K.M. Eisenhardt, D.N. Sull (2000): Dynamic capabilities. What are they? *Strategic Management Journal* 21 (10): 1105-1121; A.W. King, C.P. Zeithaml (2001): Competencies and firm performance: Examining the casual ambiguity paradox. *Strategic Management Journal* 22 (1): 75-99; G. Dosi, R.R. Nelson, S.G. Winter (Eds.) (2000): *The Nature and Dynamics of Organizational Capabilities*. Oxford University Press: New York.

⁴³ M. Bratnicki, W. Dyduch, R. Kozłowski (2001): On the frontiers of entrepreneurship: Complexity, contradictions and strategic management. *Management* 2 (1): 17-28; M. Bratnicki, W. Dyduch, R. Kozłowski, M. Kulikowska (2002): Strategic contradictions: An integrative framework, empirical test and practical applications. Paper presented at SMS and Strategy Academy Conference: "Strategy: Plurality, Perspectives and Paradoxes". Rotterdam: 1-31.

The organization is a source of entrepreneurial behaviors and restrictions. Simultaneously it is submitted to entrepreneurial actions. Entrepreneurship fulfillment is carried on by interactions of organizational structures and entrepreneurial processes. This dialectical process limits ongoing entrepreneurial behaviors, and at the same time follows the framework created by reconciliation of contradictions.

Dialectical reconciliation is a term used to distinguish entrepreneurial mode of behavior from random actions and completely autonomous behaviors. Entrepreneurship reconciles opportunities and actions, vision and venture, resources and organizational architecture, achievement of long-term equity value and short term profitability, creativity and discipline, internal and external aspects of managing change. One of the most confounding aspects of the entrepreneurial process is its contradictions which mould the idea into opportunity, and the opportunity into business. I fully recognized that ultimately, they are carried out by humans beings embodied in power relations.

Clue to a reconciliation riddle on the organizational level are contradictions promoting coexistence orientation which integrates core elements into internal fit. Reconciling units fifth primary and ten secondary contradictions that can be explored using the framework shown in Table 1. Siggelkow has argued that four processes are central to description how organizations develop toward internal fit and their transitions between such configurations of tightly reinforcing elements: thickening (reinforcement of an existing core element by new elaborating elements), patching (creation of a new core element and its reinforcement by new elaborating elements), coasting (no further elaboration of a new core element in a given period), and trimming (deletion of core element and its elaborating elements)⁴⁴. The process resonates strongly with the concept of organizational enablers being the temporary outcomes of contradictions reconciliation. An organizational enabler usually reinforces at least one entrepreneurship core element that has a high interdependency with current entrepreneurship elements and significant influence on future entrepreneurship elements. An organizational enabler may interact with more than one entrepreneurship element and with other organizational enablers as well. The organizational enablers are levers of entrepreneurial management as facilitating and improving emergence, initiating, growth, harvesting, restarting new ventures. Organization becomes an incubator and accelerator of entrepreneurial behaviors and actions: the true enterprise as understanding a misunderstood concept⁴⁵. The modern organizations

⁴⁴ N. Siggelkow (2002): Evolution toward fit. *Administrative Science Quarterly* 47 (1): 124-159.

⁴⁵ G. Beaver (2002): *Small Business, Entrepreneurship and Enterprise Development*. Financial Times/Prentice Hall:Harlow.

need to operate as entrepreneurial businesses that are stable across situation and time⁴⁶. I believe that entrepreneurship elements, its enablers, and interactions among these create different configurational types. Probably the critical differentiator between these configuration and patterns of their development paths is the organizational understanding the nature of time⁴⁷. If the role of organizational contradictions, organizational enablers, dimensions of organizational time, and inner entrepreneurship contradictions is crucial, than a major challenge for managers and entrepreneurs can be the achievement of an appropriate reconciliation between these key elements of implanting entrepreneurship. Organizational architecture has a strong impact on the formation and incidence of entrepreneurial behaviors, which in turn affect the strategic orientation displayed by these organizations.

Table 1

Elements of organizational infrastructure, primary and secondary contradictions, and organizational enablers of entrepreneurship

Element of Architecture	Primary Contradiction	Secondary Contradiction	Organizational enabler of entrepreneurship
1	2	3	4
Organizational Culture	Strategic responsibility (top-down and bottom-up guidance)		Knowledge-based community of practice
		Business ethics (profitability and social responsibility)	Value management
		Empowerment (speed and depth of problem solving)	Representative decisions
Power and Leadership	Organization's vitality (global technocratic and local, humanistic view)		Joint learning
		Strategic thinking (rational and generative thinking)	Integrative, comprehensive thinking
		Diplomacy-politicizing (exploitation and creation of knowledge)	Knowledge management

⁴⁶ R. Scase (2000): *The Enterprise Culture: The Socio-economic Context of Small Firms*. In S. Carter, D. Jones-Evans. *Enterprise and Small Business. Principles, Practice and Policy*. Financial Times/ Prentice Hall: Harlow: 32-47.

⁴⁷ M. Bratnicki (2001): *Patrzenie w zwierciadło: folklor i nauka przedsiębiorczości na czasie* (Looking at the Mirror: Folklore and Science of Entrepreneurship on Time). In Błaszczuk W., Kaczmarek B. (Eds.) *Przeszłość i przyszłość nauk o zarządzaniu*. WUŁ: Łódź (Poland): 174- 188; A.C. Bluedorn 2002: *The Human Organization of Time. Temporal Realities and Experience*. Stanford University Press; Stanford; M. Bratnicki, B.J. Gabrys (2002): Temporal dimensions of entrepreneurial growth. In M. Nowicka, R. Les-croart (Eds.) *Economic Aspects of Industrial Reconversion*. Haute Ecole Catholique du Luxemburg: Virton (Belgium): 94-101.

1	2	3	4
Strategy	Strategic manoeuvre discretion (emergent and planned strategy)		Competitive advantage created by strategic far-sightedness and experimentation
		Competitive planning (physical and intellectual capital)	Firm's value (strategic positioning)
		Strategic opportunism (economic and social partnership)	Integration of organization and its members for mutual benefits
People	Organizational flexibility (stability, continuity and adaptiveness, innovativeness)		Improvisation
		Social durability (precision and speed of communication)	Information openness within common language
		Social resilience (revolutionary and evolutionary changes)	Logical incrementalism blended with punctuated equilibrium
Structure	Structure-environment alignment (tightly and loosely coupled organizational architecture)		Self-organization
		Structure environment fit within given market (control, coordination and autonomy of organizational units)	Cellular organization
		Strategic proactivity around resources and competences (accuracy and nimbleness of strategic responses)	Intelligent responsiveness

Unique organizational architecture is consciously developed and autonomously emerges. These architectures are composed of a more or less coherent set of organizational elements blended into the whole⁴⁸. I suggest entrepreneurial organizational architectures contain within them the dialectical seeds of creative self-destruction. The list of organizational enablers is certainly incomplete. Admittedly, the enablers presented here are potentially overlapping. Nonetheless, I hope that those interested in entrepreneurship will find the list of enablers thought-provoking.

⁴⁸ J. Bradach (1996): *Organizational alignment: The 7-S*. Harvard Business School Note 9-497-045. Harvard Business School Publishing: Boston.

Organizations manage and leverage entrepreneurial activities in an approach that is consistent with expectations of critical stakeholders. What are entrepreneurship building activities and processes and how can organizations best balance the desire for entrepreneurship against other imperatives? Are certain managerial orientations more successful in leveraging and protecting entrepreneurship? The important entrepreneurship policy question is whether existing organizational infrastructures are effective in meeting the needs and expectations of entrepreneurs. I have explored the effect of organizational infrastructure on wealth creation through new venture creation, proactivity, innovation, risk taking and aggressive opportunity seeking. While considerable progress has been made, I believe that substantial components and manifestations of organizational infrastructure and its contingent influence on entrepreneurship and its outcomes are yet unexplored, providing new areas for scholarly inquiry. In this vein it may be possible that the need for special organizational infrastructure deserves further, more critical evaluation.

The common message is that organizing for entrepreneurship is a journey; entrepreneurship is not a stable destination. But there are orientations (principles) that are enduring and help to achieve the practical balance between thought and action, between opportunities and behaviors. A clear theme running through the organizations is the ongoing need to achieve a suitable reconciliation between apparently contradictory dualities. One of the key management challenges for untapping entrepreneurship potential is to learn how to reconcile these contradictions appropriately, and not to stray too far in one direction or other. For example, entrepreneurship efforts demand both flexibility and sustainability, but certain activities may foster one, while impeding the other. It is interesting to note that moving towards both ends of such contradictions is likely to provide useful avenue to high-performance entrepreneurship. Harmonizing, integration by managing dynamic tension within organization's elements and between them offer interwoven approach to entrepreneurship context; a paradoxical blend of thinking and acting enhances effectiveness in creating, shaping, recognizing, interpreting, seizing and pursuing opportunities. This is important as organizational research is often in danger of reinventing the wheel.

Entrepreneurship and organizational contradictions are fundamental to understanding entrepreneurial achievement and successful effectiveness of organizations so they can do more with less in order to survive, grow, gain competitive advantage, create wealth. Moreover, through the process of reconciling one is able to identify the changes which would be required in content and context to develop, implement and operate the entrepreneurship more effectively.

It is worth noting, however, that there is the inertial movement toward the solution needing minimal energy to become realized. Therefore reconciliation integrates elements of enterprise (organization) around ideology that is the most difficult and the most expensive to change. Co-evolution of enterprise, environment, and entrepreneurship is ideology guided. This long-term direction has main tendency to adopt within the given state of integration by reversible changes that transforms into an opposite pro-activity towards creation new state of integration by irreversible changes. These forces require appreciation and reconciling.

4. Entrepreneurial behaviors in strategic contradictions context: An empirical investigation

4.1. Research objectives and hypothesis

One of the objectives of the research taken by the Author was to answer the question, whether, and to which extent organizational architecture determines the intensity of entrepreneurial behaviors. The following research hypothesis has been formulated:

H1: Strategic contradictions reconciliation influences the intensity of entrepreneurial behaviors in organizations.

4.2. The tool

The Chair in Entrepreneurship research team recently created a tool for assessing the level of strategic paradoxes reconciliation in Polish companies. The questionnaire used consisted of fifteen questions divided into two groups. The first group concerns the primary strategic contradictions: (a) top-down vs. bottom-up guidance, (b) global technocratic vs. local, humanistic view, (c) emergent vs. planned strategy, (d) stability, continuity vs. adaptiveness, innovativeness, (e) tightly vs. loosely coupled organizational architecture. The second group is comprised of secondary contradictions: (a) profitability vs. social responsibility, (b) speed vs. depth of problem solving, (c) rational vs. generative

thinking, (d) exploitation vs. creation of knowledge, (e) physical vs. intellectual capital, (f) economic vs. social partnership, (g) precision vs. speed of communication, (h) revolutionary vs. evolutionary changes, (i) control, coordination vs. autonomy of organizational units, (j) accuracy vs. nimbleness of strategic responses. The questions were constructed in a way making it possible for respondents to evaluate the two dimensions of given contradiction from 1 (very low degree) to 7 (very high degree of agreement with the statement). The questionnaires were addressed to medium- and top-level management.

The obtained results were put on a strategic contradictions managerial grid⁴⁹. The grid is based on two axes (reflecting each dimension's evaluation) graded from 1 to 7 (see Figure 1).

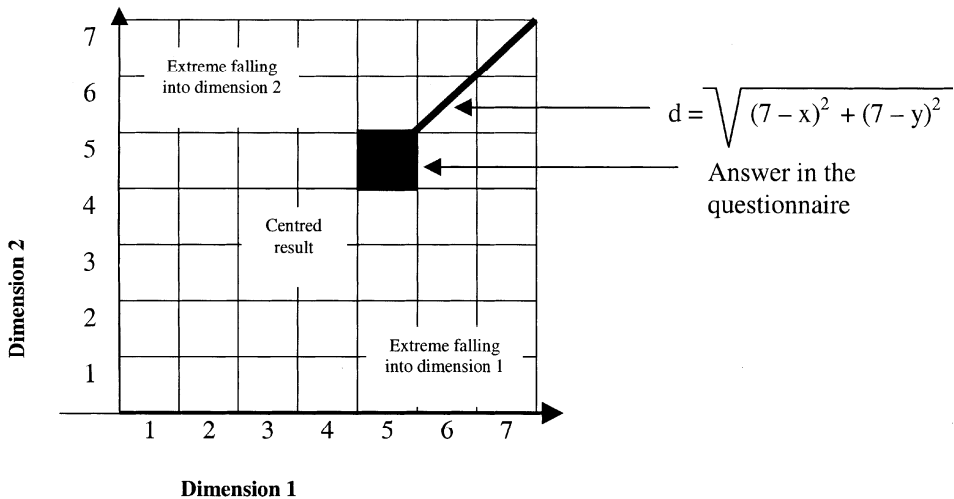


Figure 1. The strategic contradictions reconciliation grid

The ability to reconcile a given contradiction is calculated as distance from the top right corner of the grid (point with coordinates 7; 7) to the point with coordinates reflecting the questionnaire answer (x, y). This distance is calculated for each of primary and secondary contradictions according to the following equation:

⁴⁹ This idea is concurrent with the managerial grid: R.R. Blake, J.S. Mouton (1985): *The Managerial Grid III: The Key to Leadership Excellence*. Gulf Publishing Company: Houston.

$$d = \sqrt{(7 - x)^2 + (7 - y)^2}$$

According to the Figure 1 we may say that the greater value of the distance d is, the weaker effectiveness of an organization in reconciling the strategic contradictions. Thus, the point with coordinates (7;7) reflects the ideal situation ($d=0$). The point with coordinates (1;1) worst result (strategic contradictions reconciliation profile = 8,49). Every particular organization has general indicator as average of fifteen results.

The calculated values make it possible to define the situation of the researched organization as a context of entrepreneurial behaviors. In order to verify the constructed hypothesis, we calculated the correlation between the strategic contradictions reconciliation and the intensity of entrepreneurial behaviors, where the latter was the dependent variable. We analyzed results using SPSS PL for Windows.

The literature in the field makes it possible to systematize the kinds of entrepreneurial behaviors⁵⁰. The up-to-datedness of the empirical research, and new tendencies in the literature of entrepreneurship made us change and extend the list of these attributes⁵¹. The full list of thirty eight entrepreneurial behaviors is presented in Table 3. The empirical material and data about entrepreneurial behaviors was also collected by means of questionnaires. The respondents were to indicate the digit on the seven-grade Likert scale (1 – I totally agree, 7 – I entirely disagree), which best reflected the intensity of a given entrepreneurial behavior in a researched organization.

4.3. Sample

The research was carried out in 2000 and 2001. The sample consisted of organizations from the region of Upper Silesia (Southern Poland). The random sample of one hundred seventeen organizations was constructed. It was then divided according to the activity (in compliance with the European Classification of Industrial Activity). 35% of researched organizations dealt with production, 22% with trade, 7% with transport, storage and communications, 6% with financial services. Other branches represented 5%.

⁵⁰ M. Coulter (2001): *Entrepreneurship in Action*. Prentice-Hall: New Jersey; D.F. Kuratko, R.M. Hodgetts (2001): *Entrepreneurship. A Contemporary Approach*. Harcourt College Publishers: Orlando.

⁵¹ For details see: M. Bratnicki, J. Struzyna (Eds.) (2001): *Przedsiębiorczość i kapitał intelektualny* (Entrepreneurship and Intellectual Capital). Wydawnictwo AE Katowice: Katowice.

The sample was divided also as to the period of existence (from starting up) on the market. 13,7% organizations existed up to 5 years⁵². 55,5% from 6 to 13 years, 3,4% from 14 to 21 years. 27,4% existed over 22 years⁵³. The structure of the sample as to the number of employees figures can be presented as follows⁵⁴: 1-50 employees – 40,2%; 51 to 100 employees – 5,1%; 101 to 250 employees – 15,4%; 251 to 500 employees – 12%; from 501 to 1000 employees – 6%; from 1001 to 1500 employees – 3,4%; over 1501 employees – 17,9%. The researched companies differed as to annual gross revenues. An average gross revenue was estimated at 6,49E+08 zł while the median was 3170851,5 zł (50% of the sample has revenues not lower than this figure, 50% not higher). Minimal revenue was 4124 zł, maximal one 2,54E+10 zł. Only three companies had revenues over 1,1E+10 zł.

4.4. Data and Analysis

The research made it possible to assess the ability of Polish companies to reconcile strategic contradictions. The results varied from 0,47 (most effective reconciliation) to 6,75 (worst result). The results show, that the majority of companies belong to the group facing the alert situation – one hundred and three companies (88% of the sample) out of one hundred seventeen organizations obtained average results between 2,84 and 5,66. However, there are many differences in the profiles of strategic paradoxes reconciliation for different organizations. Nine organizations had lowest values (7,7% of researched organizations) thus constituting the group of most effective organizations as far as strategic paradoxes management was concerned. Following Table 2 only 5 organizations (4,3% of the sample) obtained results over 5,67, which made us classify them to the group of organizations managing strategic paradoxes in a worst way and being in a state of strategic threat.

⁵² The first range of firm existence (up to 5 years) was described by: K.A. Bantel (1998): Technology-based “adolescent” firm configurations: Strategy identification, context, and performance. *Journal of Business Venturing* 13 (3): 205-230. He argued that most new companies go under before 5th year from starting up.

⁵³ The ranges were determined basing on: B. Piasecki (1998): *Przedsiębiorczość i mała firma. Teoria i praktyka*. (Entrepreneurship and Small Firm. Theory and Practice) Wydawnictwo UŁ: Łódź.

⁵⁴ Such a range extent was used for example by: K.A. Weir, A.K. Kochhlar, S.A. LeBeau, D.G. Edgeley (2000): An Empirical Study of the Alignment Between Manufacturing and Marketing Strategies *Long Range Planning* 33 (6): 831-848.

Table 2

Organization's competences of strategic contradictions reconciliation.

0 – 2, 83	Organization is able to reconcile contradictions and manage the key paradoxes, thus proving its effective management
2, 84 – 5, 66	Organization is in an alert situation. This is a typical result for majority of companies. The special attention has to be paid when high results occur in case of many contradictions
5, 67 – 8, 49	There is a threat for organization. Managers are ineffective and organization has found itself in real dire straits of strategic contradictions reconciliation.

The results show, that properly created organizational architecture – effective reconciliation of paradoxes is positively correlated with the intensity of each entrepreneurial behavior in researched companies (Table 3). To be more precise, there are no reasons to reject the hypothesis that the strategic paradoxes reconciliation influences the intensity of entrepreneurial behaviors.

Table 3

Results of correlation analysis between strategic contradictions reconciliation and intensity of entrepreneurial behaviors

Entrepreneurship attributes	R Pearson
1	2
1. Initiative	0,54497
2. Sense of authority	0,21154
3. Tendency to risk taking	0,25508
4. Uncertainty tolerance	0,27681
5. Flexibility in thinking and acting	0,48605
6. Creative thinking	0,48148
7. Independence in decision taking	0,41523
8. Ability of problem solving	0,36877
9. Strong need of achievement	0,47989

1	2
10. Imagination and development vision	0,47914
11. Strong sense of internal control	0,44959
12. Sense of individual responsibility	0,27417
13. Sense of strong leadership	0,04786
14. Reliability	0,38794
15. Using the acquired knowledge	0,33678
16. Incremental acting	0,38523
17. Personal involvement	0,40945
18. Consistency and determination	0,44731
19. Courage towards dangers	0,3256
20. Professional attitude	0,30837
21. Rational perception of reality	0,26983
22. Ethics	0,24892
23. Opportunity identification	0,33843
24. Aggressive taking advantage of opportunities	0,36335
25. No resistance to change	0,34931
26. Originality in acting and thinking	0,30522
27. Loyalty and caring for organizational image	0,41853
28. Hidden possibilities identification	0,38867
29. Tendency to improvising	0,16281
30. Using resources accessible beyond personal control	0,30167
31. Ability of organizational learning	0,39269
32. Experimenting	0,24467
33. Entering new fields of activity	0,27635
34. Giving up existing practices	0,35076
35. Aptness of decision taking	0,44985
36. Freedom of acting and choice	0,32932
37. Defining individual ambitions at a high level	0,47485
38. Treating knowledge as strategic resource	0,3364

Further on, by means of factor analysis we found the strongly related groups of behaviors in companies most effectively managing strategic paradoxes. They were: initiative, risk taking, creative thinking, strong need for achievement, sense of individual responsibility, professional attitude, opportunity identification, aggressive taking advantage of opportunities. They present a coherent group of potential management influence on entrepreneurship practices.

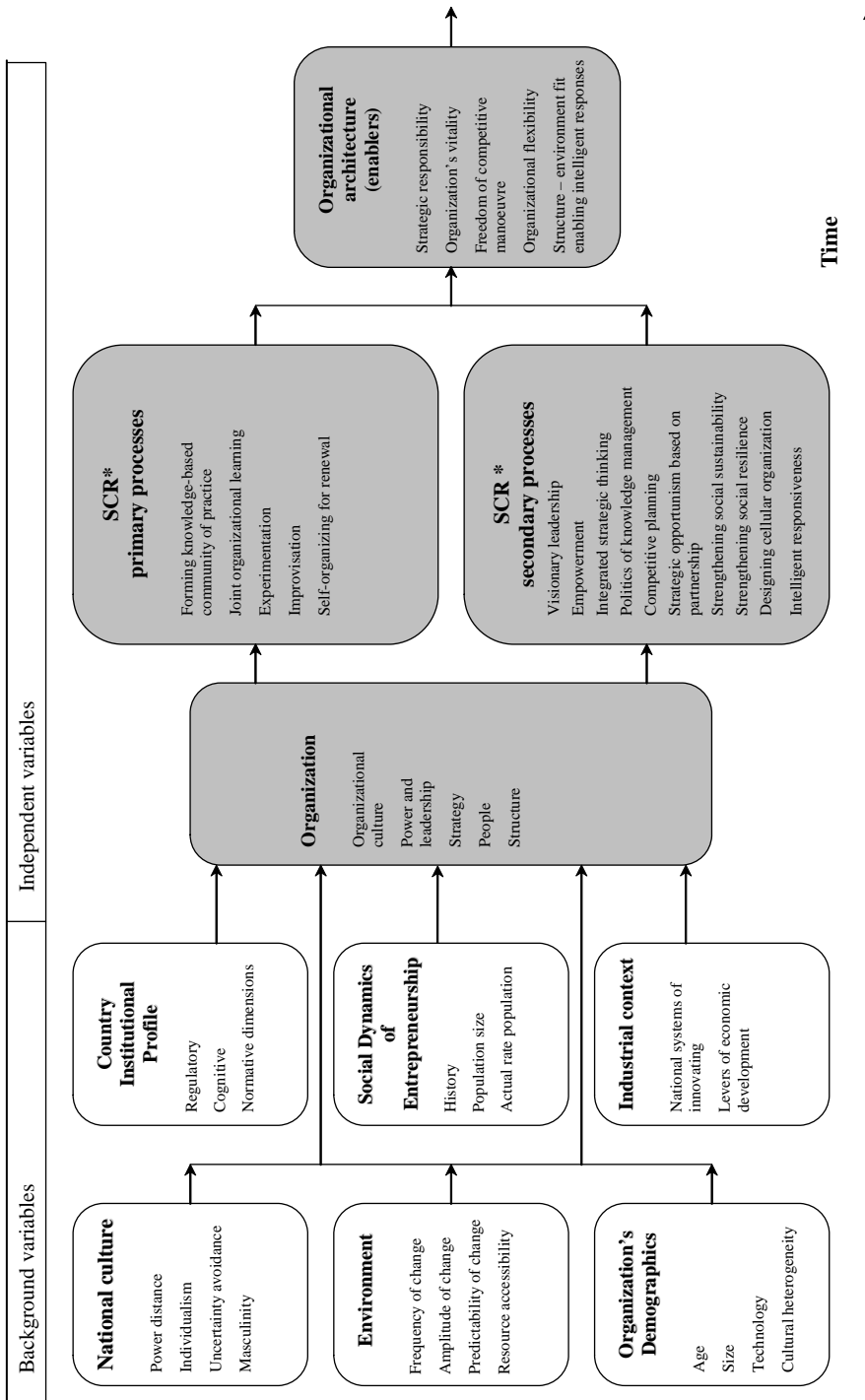
5. Theoretical implications and future research

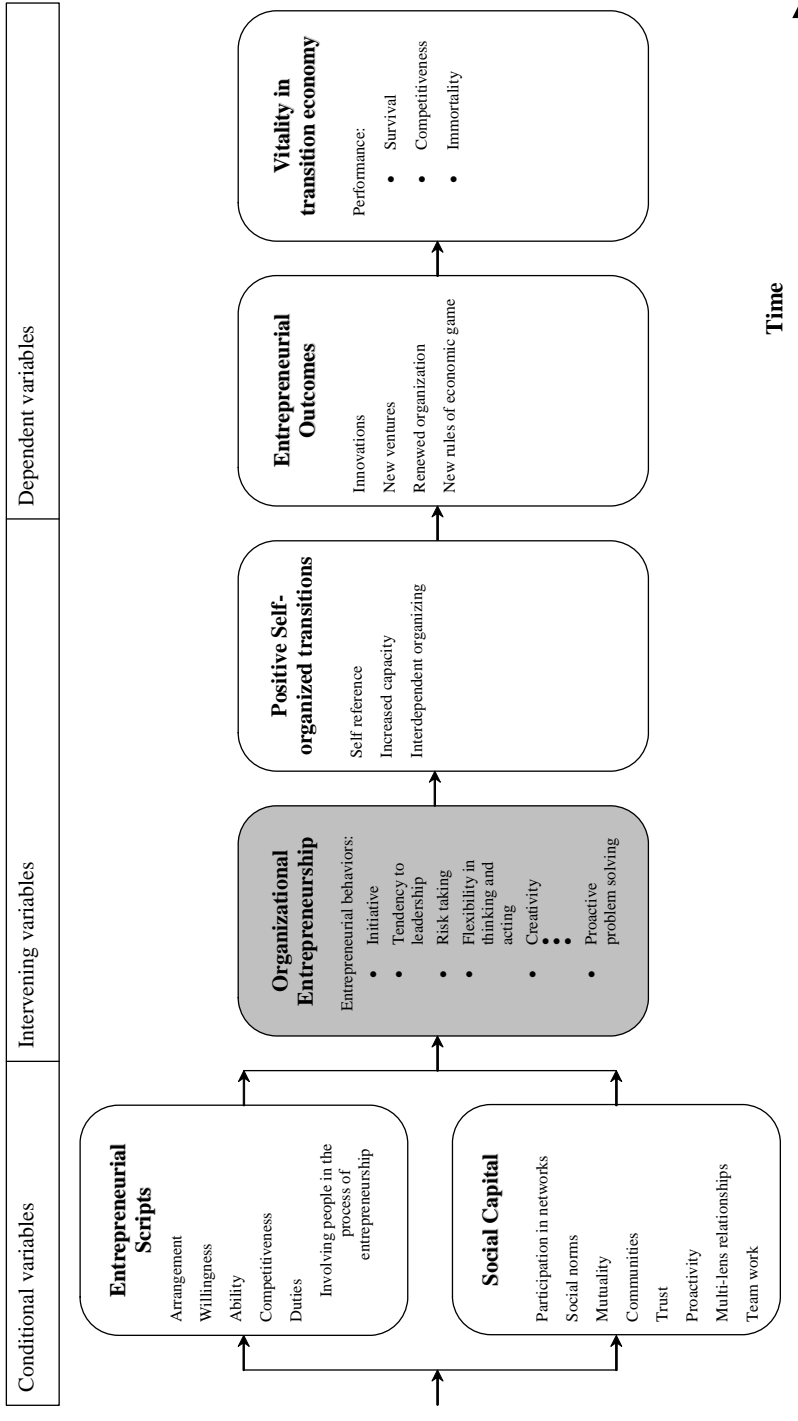
The central question in the paper is dealing with both how entrepreneurship and effectiveness are determined and with what the determinants are. Enterprises and societies try numerous strategies to foster entrepreneurship, however these strategies are often unsuccessful. Given the increasing use of different approaches, methods and techniques to promote entrepreneurship it is surprising that little is known about processes moderating the relationship between individual, organizational and societal entrepreneurship, their determinants, and their interrelationships.

The starting points to think about entrepreneurship is the set of assumptions concerning the function and development of an organization, with no universal or long-lasting solutions. Entrepreneurship is unavoidably a complex process. I attempted to emphasize the meaning of this complexity by describing the way of thinking about it, understanding it and managing it according to the logic presented in Figure 2. Moreover, this figure shows an integrated view on entrepreneurship, while outlining methodological limits of its exploration. It shows more detailed explanation of the nature of methodological concept presented here, as well as wider research project, the initial results of which have already been presented⁵⁵. The above mentioned empirical model defines variables and the most important relations among them. They are the subject of interest of the Chair of Entrepreneurship at the Karol Adamiecki University of Economics in Katowice for the nearest future. The model presents the synthesis, which helps not to get confused in the ocean of assumptions, contexts and outputs of dialectics of entrepreneurial process. However, as each simplified scheme, this one also results in dressing the organizational reality.

I understood entrepreneurship as a superordinate and continuous organizational process for maintaining and improving the organization's effectiveness by enabling and realizing endeavours (endeavour may not be result of deliberate planning but can also emerge). Entrepreneurship is viewed as a process, a progression, which includes the sequences of opportunities (events) and behaviors (activities) over time. It deals mainly with those aspects that can be shaped by organizational (particularly managerial) initiatives.

⁵⁵ M. Bratnicki, R. Kozłowski (2002): New perspective of Corporate Governance in transformed economy. Paper presented at British Academy of Management Annual Conference "Fast-tracking Performance Through Partnership": London; M. Bratnicki, W. Dyduch, R. Kozłowski, M. Kulikowska (2002): Strategic contradictions: An integrative framework, empirical test and practical applications. Paper presented at Strategic Management Society and Strategy Academy Conference "Strategy: Plurality, Perspectives and Paradoxes": Rotterdam; M. Bratnicki, W. Dyduch, M. Kulikowska (2002): Strategic paradoxes management – entrepreneurial behaviors and effectiveness: The case of Polish companies in contemporary business. Paper presented at Annual Conference of Strategic Management Society "Old barriers crumbling. New barriers rising": Paris.





* SCR – Strategic Contradictions Reconciliation

Figure 2. Antecedences and Consequences of Organizational Entrepreneurship. A Conceptual Model for Empirical Research

The dialectical perspective points to an important contribution of the study: organizational context of entrepreneurship created by ongoing reconciliation of primary and secondary organizational contradictions. Despite growing evidence showing that extreme, quick, fixed solution are ineffective, entrepreneurs still appear to make this a frequent practice. Future research should provide both theoretical insights into the entrepreneurship issues related to entrepreneurship and facilitating it. Otherwise we risk throwing the baby with bathwater and damaging one of the key levers of organizational renewal.

For space and parsimony reasons, I have illustrated only dominant organizational enablers that are involved in entrepreneurial competence as the ability of organizations to create, shape, recognize, interpret, seize and pursue opportunities of relevance to the effectiveness. The results extend prior research on entrepreneurship by showing an element of overarching framework of driving a coherent research agenda centred on interlinked concepts, revealing perspectives on entrepreneurship issues to underpin further direction of future knowledge creation and accumulation.

Although my work is a crude beginning and failure is seen as learning experiment, I believe there will be a long-term gain from pursuing research in this direction. These future results should enlarge entrepreneurship theory by illuminating how organizations can entrepreneurially enhance their life chances and effectiveness. The question I raise about my entrepreneurship framework is: can enterprises (organizations) simultaneously address all elements and kinds of main interactions, on the assumption that there are positive aspects associated with each one? The broad line of inquiry would investigate of the organizational consequences of having followed entrepreneurship strategy rather than a different developmental pattern. I hope to have laid foundation on which future research efforts can be built that will further increase our understanding of organizational development toward authentic enterprise, and in process, the origins of “misentrepreneurship”.

In addition to providing theoretical framework, the model has also potential in the context of practical implanting of entrepreneurship and redefining organization in enterprise categories. For this reason it is reasonable to believe that clarification of antecedents and consequences of entrepreneurship will provide important insights about how to increase the effectiveness of enterprise that will help managers wrestling with multiple entrepreneurship dimensions.

A complete response to the question about nature of entrepreneurship is beyond my space and understanding. Nevertheless, it also seems apparent that successful entrepreneurs make heavy use of self-directed initiatives reflecting the organizational and entrepreneurial characteristics portrayed in the framework.

Sadly, the constructs that I identify as potentially important factors in the attainment of entrepreneurial competence are beset by problems of conceptualization and measurement. Clearly there is need for more scientific work and clarifying the conceptual nature of these factors, and to refine the measurement techniques as a basis for operationalizing them.

Another potential line of inquiry might investigate the degree of linkage between different approaches to organizational contradictions and the way in which entrepreneurship is accomplished. Future study maybe will show the value of organizational enablers for developing deeper understanding of key descriptive and prescriptive issues concerning organizational architecture of entrepreneurship in organizations.

Finally, to achieve congruence with complex entrepreneurship practices one should take time seriously as strategic resource. Temporal analysis of entrepreneurship issues and tensions, multidimensional theoretical framework of time and empirical data, would increase arguments what conception of time must we use to increase effectiveness. A more complete description of the entrepreneurship time, namely, will deepen our understanding what distinguish reconciling opportunities and action.

I think that the further development of applicable theory will broaden the knowledge about relations presented in the paper, and that will make possible to work out verifiable hypotheses. This statement can be treated as my suggestion for scientific research program oriented towards discovering the potential of mutually related set of ideas concerning organizational architecture of entrepreneurship.