

Chapter 80

Authentic Leadership Competencies: Antecedents to Entrepreneurial Emergence

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ABSTRACT

Now, more than ever, while facing the worldwide pandemic COVID-19, communities such as Tasmanian cities are anticipating for the build from the ground up after the pandemic passes. Entrepreneurial emergence will play a crucial role in the re-establishing of Tasmania's identity, as these individuals are described as being motivated by opportunities and are recognized by their distinct eye for creation and innovation. Leadership competencies are the underlying characteristics of an individual, which can be demonstrated through knowledge, values, capabilities, and behaviors. With the COVID-19 pandemic depleting our resources and population, the need for individuals with effective and ethical leadership competencies has seen a rise, sparking the research question: How can authentic leadership competencies create and enable entrepreneurial emergence?

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INTRODUCTION

Now, more than ever, while facing the worldwide pandemic COVID-19, communities such as Tasmanian cities are anticipating for the build from the ground up after the pandemic passes. Entrepreneurial emergence will play a crucial role in the re-establishing of Tasmania's identity, as these individuals are described as being motivated by opportunities and are recognized by their distinct eye for creation and innovation (Rowlands et al., 2020a). There are multiple factors which have shown to directly influence entrepreneurial emergence: age, education, and dissatisfaction of past employment (Reynolds et al., 2000).

This Chapter begins with exploring the setting of Tasmania and entrepreneurship, as well as the theorized leadership gap. The leadership gap we refer encapsulates ineffective principles, corrupted organizations, unethical activity, failing coaches, mentors and leaders alike which all have flow-on effects to the community (Campbell et al, 2020). Highlighted in the literature review is the strong competencies and behavior's that entrepreneurial leaders use to guide their employees/followers to create better leadership practices among businesses (Avery et al., 2011).

Leadership competencies are the underlying characteristics of an individual which can be demonstrated through knowledge, values, capabilities and behaviors (Gosling, 2006). With the COVID-19 pandemic depleting our resources and population, the need for individuals with effective and ethical leadership competencies has seen a rise. Sparking the research question: *How can authentic leadership competencies create and enable entrepreneurial emergence?*

Authentic leadership is characterized, in part, by an authentic leader who focuses on continuous efforts in improving values, ethics, morals, and behavioral traits, enabling balanced processing for them to be understanding when engaging with both, other leaders and followers (Crawford et al., 2020). The way in which, by bringing an individual self-awareness into the forefront of their conscience it may alter the effects of how leadership competencies become heightened in areas such as entrepreneurial emergence (Rowlands et al, 2020b). Leadership competency models assist in educating and allowing leaders to develop behaviors to encourage organizational innovation, creativity and success.

To progress, we investigate how authentic leadership, helps to foster ethical behaviors, values, and beliefs in leaders by highlighting the leadership competencies relevant to emerging Tasmanian entrepreneurs. In summary, this chapter looks to explore ways in which authentic leadership behaviors directly influence leadership competencies and how it may affect the leadership gap evident in Tasmania.

CRITICAL REVIEW METHOD

This Chapter applies the method of a critical literature review, focusing on the research question: *How does authentic leadership competencies create and enable entrepreneurial emergence?* The aim of this Chapter is to develop a critical perspective on the role of authentic leader competencies in enabling entrepreneurship while addressing evident shortfalls in current leadership methods. In doing so, we explore the role of authentic leader competencies in Tasmania and its effect on designing, launching and running businesses and developing entrepreneurial ideas into reality. We also explore the way in which authentic leadership can lead to beneficial outcomes, such as ethical entrepreneurship and business practice.

The rationale for engaging in a critical review over an umbrella review is due to the importance of identification of primary studies in Tasmanian entrepreneurship, which is absent in umbrella reviews (Grant & Booth, 2009). The critical review method evaluates existing research while exploring compet-

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