

## An Investigation of the Common Characteristics of Entrepreneurs and those Possessing Strategic Thinking in Establishment of Strategic Coalitions

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*Received: April 20, 2015*

*Accepted: June 15, 2015*

### ABSTRACT

In the present age, entrepreneurs and strategists play a fundamental role in accomplishment of their organizations. A comparison of features possessed by entrepreneurs and strategists indicates that both groups pursue building value, utilization of opportunities, creation of new markets, and, finally, establishment of special advantage for themselves and their customers. The only way whereby an organization is able to achieve its objectives is to enable its strategists to think as practically as possible. Relying on strategic mentalities, i.e., composition, intuition, and creativity, strategists undertake to establish a coherent image out of the organization. Entrepreneurs serve as leverages in hands of an organization's strategists in the present time. Applying the synergy ensued as a result of their features including risk-taking characteristics, creativity, independence, and reward, they equip their organizations, which are, subsequently, enabled to reach at their purposes.

The present article uses content analysis methods and mechanisms to establish strategic coalitions among entrepreneurs and strategists in order to materialize the objectives intended by an organization's entrepreneurs and strategists.

**KEY WORDS:** Entrepreneurship, strategic mentality, strategic coalition

### 1. INTRODUCTION

In the present-day competitive markets, organizations seek to create a competitive advantage for themselves. Organization and arrangement of suitable solutions to employ their own advantage constitutes major concerns by policy makers and planners. In case appropriate instruments are exercised, organizations shall be successful when supplying products or services. Achievement of competitive advantage in appropriate time and place is the most important objective intended by companies and organizations.

### 2. Statement of Problem

Since the late 1970s, a wave of small-sized businesses and self-employed persons in many advanced states came into view due to changes in values and orientations of the society, on the one hand, and changes in demographical attributes, on the other. This caused the issue of entrepreneurship to be studied from several aspects through different scientific disciplines like economics, management, sociology, and psychology [1]. Thanks to the role and significance of strategic approach in fulfillment of personal and organizational objectives, study of entrepreneurship from strategic viewpoints has been given a rise in scientific circles. Thus, the main problem of the present article is that: "Can an incorporation of entrepreneurs and strategists result in efflorescence of more capabilities and establishment of strategic coalitions between the two mentalities?"

### 3. LITERATURE REVIEW

Presently, we are confronted with drastic changes in difference regards. Economic activities are undertaken by companies with various sizes. This is now required to shed light on that how a company is made able to create wealth and value, as the ultimate objectives of strategic management and entrepreneurship? According to Ketchen et al., companies wishing to provide for permanent wealth are not permitted to undertake the entrepreneurship-related activities proper, since a confinement of activities into only one area causes the companies to become able to take advantage of the values and advantages associated to exclusively one area. Thus, such activities provide for exclusively short-term wealth building [2]. Therefore, both opportunity seeking and advantage seeking behaviors are among the ones required for generation of wealth, with none of which being sufficient without the other. Accordingly, a merger of the knowledge required for entrepreneurship and strategic management is of paramount importance in generation of wealth [3].

Strategic entrepreneurship refers to opportunity and advantage seeking behaviors that result in generation of value for people, organizations, and society.

Heat et al. (2011) believe that strategic entrepreneurship brings about three basic outputs to create benefit for people, organizations, and society.

### 3.1. Entrepreneurship and entrepreneurs' characteristics

The word *entrepreneurship* is adopted from the French word *Entreprendre*, meaning undertaking. According to Webster Dictionary, *entrepreneur* is the person who undertakes to arrange, direct, and organize an organization's economic initiatives [5]. And, *entrepreneur* is the person who offers a special innovation in provision of a new idea, a new product, a new service, a new process, a customer's satisfaction, etc. [4].

Entrepreneurship is the process for creation of something new and acceptance of the dangers and profits thereof. Entrepreneurship, in other words, is the process to create something new and valuable that is fulfilled after allocation of necessary time and efforts with due regard to its financial, psychic, and social aimed at achievement of personal satisfaction, financial profits, and independence. This definition comes with four essential aspects: risk-taking, creativity, independence, and reward.

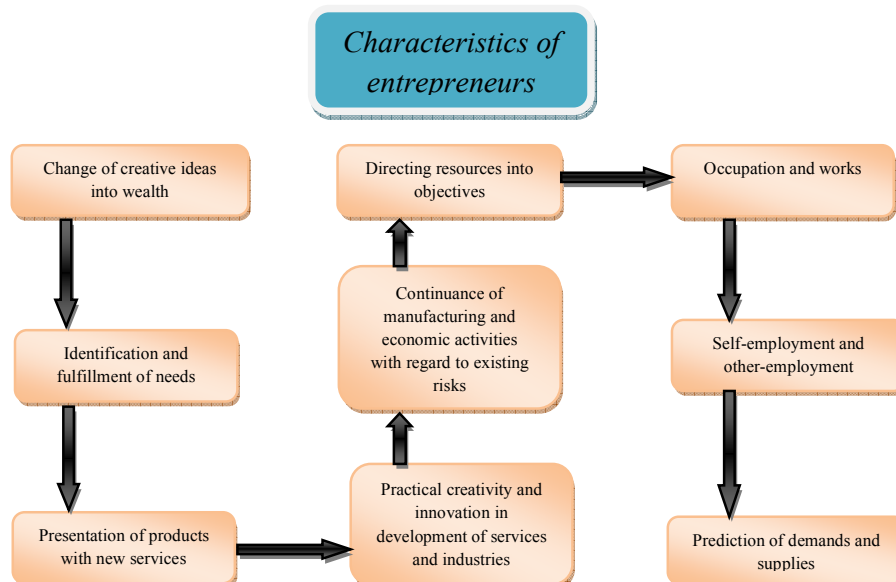
In the Persian language, entrepreneurship was translated firstly as *employer* and then as its regular sense. However, it could have been a better translation if we had interpreted it as a *value-creator*. Noteworthy is that the meaning of *value* in the western literature of economics is different with what we use in our religious literature. Some definitions of entrepreneurship are presented in the following table:

**Table 1. Some definitions of entrepreneurship**

Researcher	Definition of entrepreneurship
John Thompson	Entrepreneurship is the process in which a new element with a new value can be created using time, resources, risk, and other factors. It is not solely personal, but organizational, too [5].
Frank Knight (1921)	Entrepreneurship endeavors to make decisions. Outcomes of entrepreneurs are those people who admit such decisions even in uncertainty conditions [6].
Joseph Schumpeter	Entrepreneurship is the driving force in economic development, with its role being innovation and new combination of materials [7].
Stevenson et al.	Entrepreneurship includes a process in which opportunities are followed by people either for themselves or for the organization for which they work, regardless the resources they possess [8].
Peter Drucker	All organizations, including governmental ones, should express entrepreneurial behaviors for their survival and prosperity. Entrepreneurship is a behavior, rather than a special trait in an entrepreneur's personality. Indeed, entrepreneurship is application of managerial concepts and techniques, standardization of products, utilization of tools and design processes, and establishment of works based on training and work analysis. Entrepreneur is the one who starts a new, small-sized economic activity with his/her own capital. He/she revolutionizes nature of values [9].
Robert Hesrich	Entrepreneurship is not the process to create new services/products; rather, it is creation of a new product which is congruent with the market's present needs and demands and can be presented to the society [10].
Mc Clelland	Entrepreneurship process is considered to be beyond a lifestyle so that creativity and innovation, liking the job, continuous attempts, dynamicity, risk-taking behaviors, value building, perfectionism, opportunity-taking, need to promotion, positive thinking, infrastructure, and basis of entrepreneurial life, in which no failure exists and everything is a step for improvement, an opportunity to learn, an incomplete image of reality, an uncertainty in purpose, and an event whose advantages are not still changed into profits. In this life, money is not the primary impetus for economic initiatives, but a criterion to assess one's accomplishments [13].
Mahmood Ahmadpour (1999)	Entrepreneur is the one who possesses a new idea and presents it to the market through establishment of a business (home-based, virtual, or workshop-based) which comes with resources and dangers as well as social and financial profits therein [14].

One of the most noted and important definitions of entrepreneurship cited in management literature is: "The procedure which pursues opportunities disregarding existing controllable resources" [15]. Analysis of entrepreneurs' initiatives results in identification of features and presentation of a brief image of their characteristics. Referring to presented definitions, some of the entrepreneurs' characteristics are as follows:

**Fig. 1. Characteristics of entrepreneurs**



### 3.1.1. Relationship of Entrepreneurial Features and Thinking Styles

Human beings are especially characterized by their thinking styles. Each person thinks about the manner how to complete tasks with his/her own special thinking style. In other words, thinking styles are peoples' preferred methods to employ their capabilities. Zhang and Sternberg (2005) [61] have categorized thinking styles into three classes based on a series of studies:

**Table 2.** Thinking styles according to Zhang and Sternberg (2005)

Thinking type	Thinking style	Feature	Relationship to entrepreneurship
Thinking type 1	Legislative thinking	Being creative	Methods which give rise to creativity that indicate high levels of cognitive complexities.
	Judicial thinking	Evaluation of results with those of other people	
	Global thinking	Concentration in the general image	
	Liberal thinking	Adoption of new approaches to complete tasks	
Thinking type 2	Executive methods	Completion of tasks with specified instructions	Normative and simple methods that indicate lower levels of cognitive complexities.
	Conservative thinking	Application of traditional methods to complete tasks	
	Local thinking	Concentration on details	
Thinking type 3	Internal thinking	Completing tasks separately	Occasion-dependent methods with neutral values which are able to express features of styles 1 and 2, as necessary.
	External thinking	Working with others	

Thinking styles, as variables with close relation to creativity and entrepreneurship, can be known as reason of the performances undertaken by different people. Thinking styles can serve as the intermediary for abilities and personality of peoples. Thinking styles and personality features are closely interrelated and can come with major interplays (Fun and Zhang, 2009) [17]. On the other hand, cognitive styles play a key role in entrepreneurial thinking (Kichel and Krueger, 2004) [18]. Other studies show that thinking methods impact on decision making and key initiatives of entrepreneurs (Cools and Broeck, 2008: 5) [19].

Toronberi (2006) believes that, in an entrepreneurial equation, a half of equation is dependent upon philosophy and mentality of entrepreneurship, with the other half being formed by entrepreneurs' personality traits. Background of entrepreneurial research shows that entrepreneurs possess certain characteristics, with some of which being psychological traits (Matviuk, 2010) [21]. The approach which determines to explain personality traits is called *approach of personality traits* [22]. This approach focuses in this hypothesis that entrepreneurs have characteristics, viewpoints, and values which equip them with the driving force to be distinguished from others [23]. The approach of personality traits has been more prevalent as compared to other entrepreneurial approaches. Following table illustrates the most evident personality traits possessed by entrepreneurs' thinking:

**Fig. 2.** characteristics of entrepreneurs' thinking



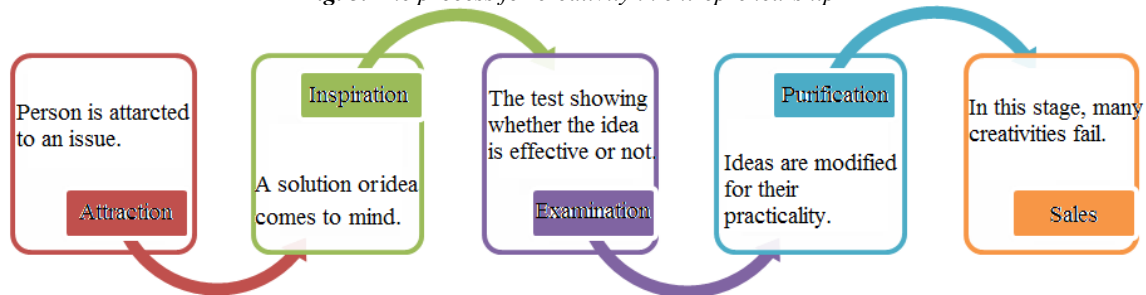
Other research by Frank Carney, Sujimin, John Kao, Gumper, Pirich, and GEM are itemized hereunder:

**Table 3.** characteristics of entrepreneurs (Jahangiri, Kalantari, and Saghafi, 2008)

Researcher	Characteristics of entrepreneurs
Frank Carney	Optimist, risk-taking, and highly motivated
John Kao	Innovative, determined, realist, internally controlled, risk-taker, purpose-driven, honest, reliable, and opportunity seizer. Entrepreneurs tend to make possible anything which has the potential of actualization.
Gumper	Highly imaginative mind, flexibility, and inclination to taking risks.
Pirich	Entrepreneurs make judgments, combine manufacturing factors, and survive the crises.
Sujimin	Creative, independent, leader, team-maker, risk-taker, industrious, optimist, and innovator.
Schiler and Grisan	Entrepreneurs are those who focus on translocation of economic resources based on productivity principles.
GEM	Able to collect resources to make investment on new commercial opportunities and making attempts to establish a new commercial organization or develop a business.

The process for creativity initiates from conception and goes on with idea engineering. Creativity establishes practical and beneficial opinions through idea management. Practical and beneficial opinions are changed into services and products by innovation. The process for creativity in entrepreneurship contains attraction, aspiration, examination, purification, and sales.

**Fig. 3.** The process for creativity in entrepreneurship



### 3.2. Strategic Thinking

Present-day business circumstances are not appropriate for an exclusive application of strategic planning. To strengthen it, it is proposed to take advantage of strategic thinking [24]. In fact, getting insight into the concept of strategic thinking calls for a threefold approach including personal traits, organizational processes and contexts dominant on individuals, and group interactions [25]. Strategic paradigm is developed from strategic planning to strategic management and then to strategic thinking as a reflection of economic, technological, and societal changes as appeared since mid-1950s. After 1945, increased environmental instabilities paved the way for new demands on organizations' strategic process [26]. A lack of strategic thinking in enterprises' CEOs and influential governmental organizations deprives us of enjoyment of new opportunities. Therefore, this is a must for top managers to vigilantly address strategic approaches [27]. Strategic thinking establishes motivation and commitment for the organizations and beneficiaries thereof. Such motivation and commitment are created as a result of a power which is attractive, while straightforward; see, for instance, Liedtka [28].

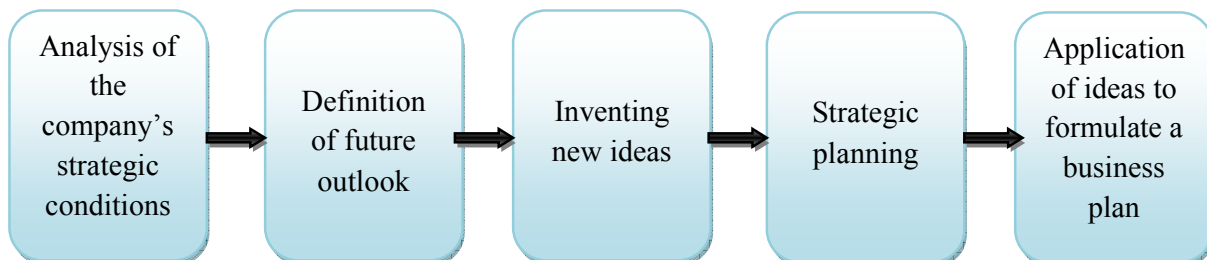
Five factors are enumerated as features of strategic thinking that include *systemic attitudes*, *strategic determination*, *smart opportunity-seizure*, *thinking in real time*, and *hypothesizing*. A combination of the five elements describes a strategic thinker possessing a wholesale viewpoint and able to identify relationships among the components. Such a person is, additionally, able to appreciate four vertical hierarchies of strategy and horizontal elements of value system. Strategic thinking, in its nature, is an understanding and insight that brings about:

- Identification of rules and realities;
- Discovery of activities' new features;
- Understanding jumps and discontinuities in business; and,
- Capability in establishment of new solutions and building value [29].

This is clear that strategic thinking is the basis for an organization's outlooks that propels organizational strategies. This is, although, appeared within the framework of simple and profound regulations, which give shape to certain mental models and mold the basis for decisions daily made by an organization.

Strategic thinking is referred to as a *revolution*. It emphasizes on combination as well as application of intuition and creativity to create a coherent image out of the organization. Strategic planning is a process which should follow strategic thinking [30].

**Fig. 4:** characteristics of strategic thinking

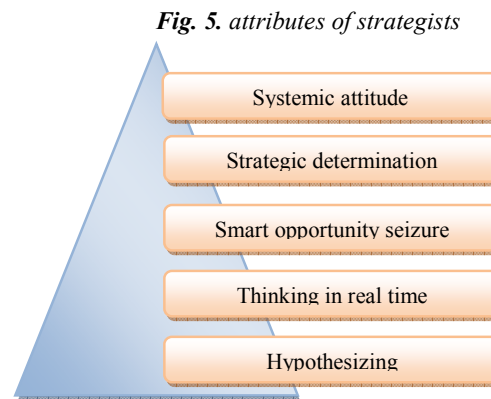


In fact, establishment of strategic thinking is the basis for learning from the environment, role of creativity to strengthen responsibility, and creation of value for customers to provide competitive advantage with the organization.

### 3.2.1. Characteristics of peoples possessing strategic thinking

Strategists are those responsible for the organization's success or failure, such as a managing director, owner, university dean, of an entrepreneur. Such people are different in their attitudes, values, ethics, risk, danger-taking, attendance to social responsibilities, attendance to profitability, attendance to long-term or short-term objectives, and managerial procedures. Strategists are people in an organization who both make strategic decisions and constitute their driving force. Such people can be people other than managing directors.

A great strategy is not an ambitious idea, but a bridge connecting market economy and central thinking of the business and performance. This bridge shall be constructed upon realism, accompanied by a type of sensitivity in performance. The only way thereby an organization can achieve its short-run objectives is that its strategists be able to think as pragmatically as possible. Strategic behavior is of paramount importance in powerful performance of a company especially in competitive environments. Therefore, formulation of a well-designed strategy is a key for an organization. Designation of a strategy calls for a combination of strategic thinking including analysis of a company's strategic atmosphere, definition of a future outlook, and innovation of new ideas. Strategic planning means application of such ideas to formulate a business plan. Managers and personnel should tend to have active engagement in making strategic decisions in order to develop a strategic atmosphere in their company [31].



### 3.3. The role of strategic thinking in entrepreneurship

Entrepreneurs possess strategic thinking, seize opportunities, observe gaps, and change them into wealth. Seizure of opportunities is made possible through surfing the markets, making relationship with people, searching the Internet, etc. Entrepreneurs are uniquely characterized by presence of their mind in living and working atmospheres aimed at seizure of opportunities and identification of gaps [32].

#### 3.3.1. Comparison of characteristics of strategists and entrepreneurs

There are common points among characteristics, attributes, and features of strategists and entrepreneurs, as follows:

**Table 4. Comparison of attributes of strategists and entrepreneurs**

attributes of strategists	Similarities	attributes of entrepreneurs
1. discovery of new features of activities	↔	1. Creativity, including ability to create ideas and innovations (new, immaterial responses)
2. identificaon of rules and realities	↔	2. Inner controlling center: life events, result of skills and features of his/her own rather than external factors such as chance and destiny
3. Understanding jumps and discontinuities in business	↔	3. risk-taking: acceptance of moderate dangers which are controllable via personal efforts
4. Capability in establishment of new solutions and building value	↔	4. Achievement: tendency to complete hard and dangerous tasks, outdoing others to achieve a personal advancement sense
5. value building		5. Independence: controlling one's own destiny and doing tasks for one's own
		6. tolerance of uncertainty: expression of positive reaction to ambiguous circumstances and making decisions with insufficient information
6. thinking in real time	↔	7. prediction of supplies and demands
7. smart opportunity-seizure	↔	8. Practical innovation in development of services, industries, and notifications
	↔	9. Changing creative ideas to wealth
8. hypothesizing	↔	10. Provision of new products and services
9. strategic determination	↔	11. Identification and fulfillment of demands
10. systemic attitude	↔	12. Direction of resources toward goals
	↔	13. Creation of occupation, self-employment, and other-employment
	↔	14. Continuation of manufacturing and economic initiatives with regard to present risks

Table 4 shows that there are overlaps between discovery of new features and creativity, identification of realities and rules and inner controls, understanding jumps and discontinuities in business and risk taking attitudes, capability in establishment of new solutions and building value and achievement, value building and independence, thinking in real time and prediction of supplies and demands, smart opportunity-seizure and creativity and innovation (changing creative ideas into wealth; provision of new products and services), hypothesizing and identification and fulfillment of demands, strategic determination and direction of resources toward goals, and, finally, systemic attitude and occupation creation (occupation, self-employment, and other-employment).

**Table 5. Comparison of strategic thinking and entrepreneurial mentality**

strategic thinking	Similarities	entrepreneurial thinking
1. analysis of company's strategic atmosphere	←→	1. presence of mind in living and working environments
2. strategic planning	←→	2. identification of gaps and seizure of opportunities
3. innovating new ideas	←→	3. innovation
4. formulation of a business plan	←→	4. positive approach to business
5. application of ideas	←→	5. knowledge on occupational and business regards
6. defining a future outlook		6. risk-taking attitudes

Table 5 shows that there are overlaps between analysis of company's strategic atmosphere and presence of mind in living and working environments, strategic planning and identification of gaps and seizure of opportunities, innovating new ideas and innovation, and, finally, formulation of a business plan and positive approach to business.

### 3.3.2. Factors provoking tendency toward entrepreneurship in companies' strategies

Presently, we are witnessing some factors which have provoked intense tendency toward entrepreneurship in companies' or organizations' strategies, including:

- Quick appearance of new rivals even those serving at advanced technologies;
- High speed of innovation and injection of new products into market and vital importance of innovation for companies and organizations;
- Unaccountability of traditional methods for quick changes;
- Fast-changing work environments and movement of organizations and companies toward further complexity and uncertainty;
- Higher acquaintance of managers with the entrepreneurship phenomenon;
- Resignation of highly qualified personnel from organizations to launch independent business [33];
- International competitions;
- Downsizing large companies and general tendency to increased productivity and efficiency [34];
- Finding appropriate solutions to utilize competitive advantage and innovation (application of new ideas).

There are numerous researches on the features of entrepreneurs, thinking styles, and strategic thinking. The following table illustrates some of them which were close to this study's purposes.

**Table 6. Research conducted aligned with this study's purposes**

Year	Subject	Authors	A summary of results
2010	Investigation of the relationship between thinking styles and entrepreneurial traits of school directors	Abdolwahab Pourghaz; Yahya Kazemi; Amin Mohammadi	There is a positive and significant relationship among judgment-based, liberal, executive, extrovert, internally controlled school managers thinking styles.
2008	The relationship between thinking style and entrepreneurial traits of managers with organizational health of the personnel working at State Universities of Medical Sciences	Zahra Haghighatjoo; Mohammadreza Shafigh Pour; Alireza Soltani; Hamid Ansari; Zeinab Haghighatjoo	There is a relationship between entrepreneurship and organizational health: as entrepreneurial levels ascend, organizational health tiers increase. Managers possessing better executive thinking styles are able to take effective measures in improvement of organizational health levels at State Universities of Medical Sciences. Among all thinking styles and entrepreneurship, only regulatory thinking style has meaningful relationship with entrepreneurship (almost 23 percent of total variance of entrepreneurship scores ensuing from variance of regulatory thinking style scores).
2008	Strategic thinking with an entrepreneurial approach	Tajoddin Eghbali	A strategist thinker and an entrepreneur thinker are closely related, which results in identification and exploitation of business opportunities [35].
2009	Application of Sternberg's theory of mental self-management in educational conditions	Shokri et al.	People with legal and general thinking styles have liberally-directed minds, are creative, and enjoy confronting complex conditions [36].
2005	Examination of the relationship between thinking styles and creativity of students	Fatemen Khoeeni	There is a positive and significant relationship between regulatory and legal thinking styles with creativity [37].



2009	Are promotion impetus and thinking styles interrelated?	Fun and Zhang	There is a positive and significant relationship between regulatory, legal, liberal, extrovert, introvert, and atomistic thinking styles with achievement. Moreover, no relationship among executive and conservative thinking styles with achievement [38].
2006	The relationship between duty-driven and relationship-driven leadership styles and thinking styles in managers	Selek and Atashpour	People with liberal thinking style tend to be pioneers, pace beyond existing rules, seek the maximum changes, and possess high risk-taking tiers [39].
2004		Yang and Leen	Liberal, regulatory, judgment-based, holistic, and extrovert thinking styles are positively correlated with creativity [40].

#### 4. Main Objective of the Research

Main objective of this research is to examine the features common among entrepreneurs and those possessing strategic thinking in establishment of strategic coalitions. In addition, minor purposes include:

1. A comparison of the common characteristics between strategic thinking and entrepreneurial thinking; and,
2. Identification of the mechanisms to establish strategic coalitions among entrepreneurs and strategists.

#### 5. METHODOLOGY

With regard to exploratory nature of this research, our methodology would be qualitative with content analysis method. Thus, the study is devoid of hypothesis, instead of which following questions are made:

1. What is the common characteristic of entrepreneurs' and strategists' attributes?
2. What is the common characteristic of entrepreneurs' and strategists' thinking?
3. Can an incorporation of entrepreneurs and strategists result in further empowerments and establishment of a strategic coalition between the two mentalities?
4. What are the mechanisms for establishment of a strategic coalition between entrepreneurs and strategists?

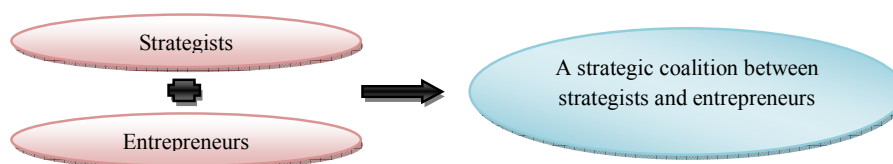
#### 6. Data Collection and Analysis Methods

Data collection methods to develop literature of the subject and theoretical basics of the research include library-based studies and referral to documents available online.

#### 7. Research Framework and Model

Researcher tries to determine the relationship between entrepreneurs and strategic thinking. The model selected for this research is *synergy of strategic coalition*.

**Fig. 6.** The model 'synergy of strategic coalition'



#### 8. Data Collection and Analysis

Content analysis has a special approach to analyze data. This special approach is mainly ensuing from the manner we consider the issue of (content) analysis. Content analysis is defined as a research technique to make repetitive and reliable inferences out of data regarding their texts. Bernard Berelson defines content analysis as a method to carry out objective, systematic, and quantitative studies on communicational outputs (evident content of message) to achieve an interpretation of the text [41]. In this definition, three concepts are underscored: objectivity, systematicity, and quantitateness. Objectivity refers to the point that research is conducted based on specific principles and methods. Systematicity, also, means that the research is grounded upon scope, content plan, and topics which are based on fixed practical regulations. The most noted types of content analysis include: (1) category-based content analysis, (2) evaluation-based content analysis, and, (3) correlation-based content analysis. Here, correlation-based content analysis is used with regard to the subject matter of this study.

#### 9. Conclusions and Suggestions

Opportunity risk-taking includes a need of a body of needs to human, economic, social, technological demands which are either potential or current. Such needs exist within or outside people and organizations, and offer advantage and capacity for creation of value for people and enterprises. Such features as complex and nonlinear changes, continuous changes of paradigms, and borderless competitions severely undermine the accuracy of prediction of future environments. Thus, presence of entrepreneurs as strategists in an organization can help it to achieve its real position in its pertinent market segment. Under such conditions, the organization would be successful which can make an apt

relation and coalition between its strategic management and entrepreneurial synergy. According to Litonen (2000), risk-taking attitudes, innovation, knowledge on occupational and marketing regards, ability to seize opportunities, and positive thinking toward business are some features of an entrepreneur [42]. Using conducted research, entrepreneurs can be known to be characterized by the following six groups of attributes:

**Table 7.** feature of strategic thinking in entrepreneurs

Feature of strategic thinking	Description
<b>Creativity</b>	Including the ability to create ideas and innovations (new and immaterial responses) (Furnham and Bachtiar).
<b>Internal controlling center</b>	Includes one's opinion to the fact that life's events are a result of his/her skills and behaviors rather than environmental factors such as change and destiny.
<b>Risk-taking attitudes</b>	Includes acceptance of moderate dangers which are controllable via personal efforts [43].
<b>Achievement</b>	Includes tendency to complete hard and dangerous tasks, outdoing others to achieve a sense of personal advancement [44].
<b>Tolerance of uncertainty</b>	Expression of positive reaction to ambiguous circumstances and making decisions with insufficient information [45]. In fact, uncertainties provoke their motivation [46].
<b>Independence</b>	Controlling one's own destiny, doing tasks for one's own, and being a man of one's own [47].

Using conducted research, entrepreneurs can be known to be characterized by the following eight groups of personal attributes:

**Table 8.** Personal attributes of entrepreneurs

Personal traits	Description
<b>Personal values</b>	Although the number of studies conducted on the importance of personal values of entrepreneurs is huge, such values have failed to distinguish between managers, unsuccessful entrepreneurs, and the public. Factors like reception of support, courageousness, sympathy, compatibility, and creativity are important for entrepreneurs, but they are used for successful individuals, too [48].
<b>Cultural values</b>	People who have carried out studies on the origin of entrepreneurship have found that entrepreneurs grow up ordinarily along with other people, and possess values such as competition, timeliness, profitism, and industriousness [49].
<b>Pattern of role</b>	Individuals who have entrepreneur people around them are likely to grow to be entrepreneur themselves. Generally, a role paradigm provokes application of entrepreneurial attempts in people. Such patterns may be adopted from members of family, friends, or workplaces. Even, this is safe to assert that those whose parents are self-employed are more likely than those whose parents possess governmental jobs to establish a business for themselves. Then, if some people around are known to be entrepreneurs, this is probable that one is directed toward entrepreneurial attempts [50].
<b>Occupational experience</b>	A number of studies have demonstrated that entrepreneurs start their entrepreneurial attempts in an area where they possess earlier experiences. And, there is a positive and direct relationship between previous occupation records and entrepreneurial attempts. Background records provoke one to think that he/she is able to complete a task better than his/her dean or supervisor. They, accordingly, start to launch an independent business [51].
<b>Academic education</b>	One area of concern held by researchers is whether people are born entrepreneur or they grow to be so after training. Generally, education is one of the key issues in entrepreneurship, with many results being published in this regard [52].
<b>Social stance</b>	Inappropriateness of one with his/her social position causes him/her to be directed toward entrepreneurial attempts. In this regard, George Homans concluded that none of the power, position, and organizational ranking of people would suffice to describe their motivations to launch entrepreneurial attempts. Although, when there is distance between one's social position and his/her expectations, he/she is guided toward different behaviors [53].
<b>Age</b>	No desirable time can be determined to launch entrepreneurial attempts. Studies on world entrepreneurs show that they are located at a wide range of age intervals. For instance, the youth have launched numerous businesses as internet found its way into the daily life—the issue which was unprecedented ten years ago [54].
<b>Membership in minority groups</b>	Generally, racial and religious minorities are more likely to launch entrepreneurial efforts in order to express themselves and facilitate the process of their rights actualization through their proven competencies. Such people tend to prove their abilities through launching activities which are profitable for the community in which they live. Other studies have shown that owners of commercial initiatives have been members of minority groups, with being younger in age and higher in their academic studies [55].

There can be high levels of overlap between characteristics of entrepreneurs and strategists. Each strategy is designed for a special environment, and peripheral changes of strategies should be continuously evaluated and modified by strategists, where necessary.

The researcher found the following results based on her analyses:

*1<sup>st</sup> finding:* systemic attitudes, risk-taking behaviors, and opportunity-seizure attitudes are three features that were emphasized in the literatures under study. The three features are common items among strategists and entrepreneurs.

*2<sup>nd</sup> finding:* if entrepreneurs are equipped with strategic thinking, they can have a logical framework to identify different aspects of issues, realities, regulations, and capabilities in providing new solutions and building value.

*3<sup>rd</sup> finding:* in an entrepreneurship equation, a half of equation is dependent upon philosophy and mentality of entrepreneurship, with the other half being formed by entrepreneurs' personality traits.

*4<sup>th</sup> finding:* complex creativity-inducing methods indicate high levels of cognitive complexities and are associated with entrepreneurship. This method of thinking is regulatory (being creative), legal (evaluation of others), holistic (concentration on a general image), and liberal (adoption of new approach to complete tasks).

*5<sup>th</sup> finding:* strategists undertake to design strategic plans to achieve competitive advantage according to the *status quo*.



6<sup>th</sup> finding: entrepreneurs create advantage for themselves through seizing opportunities, discovering features of new activities, and identifying jumps and discontinuities existing in businesses.

Given the fact that issues find different aspects in practice and with regard to the research's findings, the answer to the questions are as follows:

1. What is the common characteristic of entrepreneurs' and strategists' attributes? Table 4 shows that there are overlaps between discovery of new features and creativity, identification of realities and rules and inner controls, understanding jumps and discontinuities in business and risk taking attitudes, capability in establishment of new solutions and building value and achievement, value building and independence, thinking in real time and prediction of supplies and demands, smart opportunity-seizure and creativity and innovation (changing creative ideas into wealth; provision of new products and services), hypothesizing and identification and fulfillment of demands, strategic determination and direction of resources toward goals, and, finally, systemic attitude and occupation creation (occupation, self-employment, and other-employment).
2. What is the common characteristic of entrepreneurs' and strategists' thinking? Table 5 shows that there are overlaps between analysis of company's strategic atmosphere and presence of mind in living and working environments, strategic planning and identification of gaps and seizure of opportunities, innovating new ideas and innovation, and, finally, formulation of a business plan and positive approach to business.
3. Can an incorporation of entrepreneurs and strategists result in further empowerments and establishment of a strategic coalition between the two mentalities? Referring to the findings 4, 5, and 6, the reply to this question is in the affirmative.
4. What are the mechanisms for establishment of a strategic coalition between entrepreneurs and strategists? Referring to the findings and replies to the questions 1, 2, and 3, this is inferred that entrepreneurs can be placed as advisors beside strategists. This can eliminate the gaps existing in features of entrepreneurs. The coalition made between entrepreneurs and strategists causes a synergy in strategic planning and, finally, achieving special competitive advantage.

## 10. Suggestions

10.1. According to the research's 1<sup>st</sup> finding, this is proposed to:

- a. Employ entrepreneurs in organizations to make collaborations with strategists;
- b. Employ professional people and enter them into entrepreneurial and manufacturing activities in different levels.

10.2. According to the research's 2<sup>nd</sup> finding, this is proposed to:

- a. Determine related objectives and develop strategic and operative plans.

10.3. According to the research's 3<sup>rd</sup> finding, this is proposed to:

- a. Provide practical and exclusive supports for entrepreneurs;
- b. Teach managers how to have entrepreneurial and strategic thinking.

10.4. According to the research's 4<sup>th</sup> finding, this is proposed to:

- a. Employ creative workforce in key levels of the organization;
- b. Reception of new approaches for completion of tasks;
- c. Evaluation of people with consideration of their outputs.

10.5. According to the research's 5<sup>th</sup> finding, this is proposed to:

- a. Provide a clear analysis of the *status quo*;
- b. Give priority to resource allocation;
- c. Engage the institutes responsible for provision of supports for entrepreneurial plans in order to cover their risks;
- d. Utilize purchasing engineering services to promote marketing and exports.

10.6. According to the research's 6<sup>th</sup> finding, this is proposed to:

- a. Provide the required conditions for active presence of entrepreneurs in organizations;
- b. Design a suitable technical structure in organizations.

## 11. Suggestions for Future Research

- Investigation of the impact of the coalition between entrepreneurial and strategic mentalities in reduction of dependency upon resources in organizations;
- Investigation of role of entrepreneurial thinking in entrepreneurship and innovation development in private banks;
- Development of a roadmap for coalition between entrepreneurs and strategists.

## 12. Limitations of the Research

Like many other theory-based and data-based studies, findings of this study cannot be generalized and are only factual in this special area of investigation. This is to accept that entrepreneurship is still in its embryonic stages, and organizations and enterprises still lack the knowledge on the synergy it provides.

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