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Biggs, David M (2017) A fascinating insight: The Entrepreneurial Paradox: Examining the Interplay between Entrepreneurial and Management Thinking. *Psychologist*, 30. p. 81.

Official URL: <https://thepsychologist.bps.org.uk/volume-30/september-2017/fascinating-insight>

EPrint URI: <https://eprints.glos.ac.uk/id/eprint/5026>

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The Entrepreneurial Paradox: Examining the Interplay between Entrepreneurial and Management Thinking

Lianne Taylor (2017)

Palgrave Macmillan; Hb £104.50

The Entrepreneurial Paradox is a fascinating read for those interested in this specialist area. The book clearly explores the synergy between theory and experience using case studies throughout to illustrate points made. It combines psychological theory with business practice examining areas such as decision-making, cognitive learning, heuristics and biases. It explores the methodology behind combining these areas together discussing the different individuals who contributed to the work in Chapter 3. The next two chapters bring out the theoretical perspective combining this with some of the participants discussed in Chapter three. This shows the development of themes central to the book's research aims. Chapters 6, 7 and 8 explores theoretical perspectives and matters of interest such as business success in Chapter 6. The narrative from the interviews is given and combined with the findings from various sources of literature. This is quite powerful as it really gets behind the thought process of the entrepreneur. It provides real world issues and these were solved so it is fascinating for an occupational psychologist to read. Chapters 9, 10 then examine time and conceptual frameworks around business growth. Again, these chapters use evidence from the qualitative data previously gathered. Chapter 11 is an interesting reflective view specifically on leadership within an entrepreneurial context. It is quite a short chapter, which is a shame as some of the concepts drawn out of the research such as LMX/Transformational leadership could have had much more input from the qualitative data and had even greater narrative. The book concludes in Chapter 12, bringing together all the strands explored in the book and suggesting further areas for research.

For some the academic base of this work may put them off reading this work, it does read like a PhD thesis in many places. However, the book does offer a fascinating insight into entrepreneurial thinking which is often different to managerial thinking as the book readily explores.

Reviewed by David Biggs, Programme Director Occupational Psychology, University of Gloucestershire and Managing Director of ADS Ltd.