

6-11-2016

THE IMPACT OF DIVERSITY IN ENTREPRENEURIAL DISPOSITIONS ON PERFORMANCE IN ENTREPRENEURIAL TEAMS (SUMMARY)

Tobias Kollmann

University of Duisburg-Essen, Germany

Christoph Stöckmann

University of Duisburg-Essen, Germany

Yvonne Meves

University of Duisburg-Essen, Germany

Julia M. Kensbock

University of Duisburg-Essen, Germany, julia.kensbock@icb.uni-due.de

Recommended Citation

Kollmann, Tobias; Stöckmann, Christoph; Meves, Yvonne; and Kensbock, Julia M. (2016) "THE IMPACT OF DIVERSITY IN ENTREPRENEURIAL DISPOSITIONS ON PERFORMANCE IN ENTREPRENEURIAL TEAMS (SUMMARY)," *Frontiers of Entrepreneurship Research*: Vol. 36 : Iss. 3 , Article 8.

Available at: <https://digitalknowledge.babson.edu/fer/vol36/iss3/8>

This Summary is brought to you for free and open access by the Entrepreneurship at Babson at Digital Knowledge at Babson. It has been accepted for inclusion in Frontiers of Entrepreneurship Research by an authorized editor of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.

≈ SUMMARY ≈

THE IMPACT OF DIVERSITY IN ENTREPRENEURIAL DISPOSITIONS ON PERFORMANCE IN ENTREPRENEURIAL TEAMS

Tobias Kollmann, University of Duisburg-Essen, Germany
Christoph Stöckmann, University of Duisburg-Essen, Germany
Yvonne Meves, University of Duisburg-Essen, Germany
Julia M. Kensbock, University of Duisburg-Essen, Germany

Principal Topic

Entrepreneurial teams are decision-making units (Amason et al., 2006) that decisively shape the company's strategic posture (Mintzberg, 1979). However, *within* entrepreneurial teams, individual members can differ in their disposition to act in entrepreneurial ways, that is, their individual entrepreneurial orientation (iEO). This study calls attention to diversity in team members' iEO and its dimensions *proactiveness* (an individual's tendency to actively change vs. passively adapt to circumstances), *risk taking* (tendency to approach vs. avoid risk), and *innovativeness* (tendency to create novel solutions vs. improve existing solutions). Drawing upon research in team diversity and entrepreneurial orientation, we introduce entrepreneurial team members' iEO diversity as a predictor for team performance. Although all three iEO diversity dimensions conform to the same diversity type when applying the typology by Harrison and Klein (2007), we argue that they vary in their type of relationship (valence and directness) on team outcomes.

Method

We chose a sample of technology and knowledge-based young and adolescent firms. Participants were members of 104 dyadic entrepreneurial teams. Hierarchical regression analyses were used to examine the impact of iEO diversity on team performance.

Results and implications

We show that an entrepreneurial team's iEO diversity significantly predicts team performance. All three iEO diversity dimensions exhibit meaningful but differing relationships with performance. The diversity effects vary in their type of relationship on team outcomes. Proactiveness diversity exhibits a negative direct effect on team performance. Risk taking diversity shows a negative indirect effect on team performance, mediated by relationship conflict. Innovativeness diversity has a positive and direct impact on team performance. The present study contributes to two streams of research. First, it carries forward EO research by showing that transferring the construct to the individual and team level can be a novel approach to understanding processes and outcomes within firms. Second, by demonstrating that iEO diversity exerts meaningful influence on team outcomes, we follow calls to establish psychologically related diversity variables in entrepreneurial team research (Klotz and Neubaum 2015; Chowdhury 2005).

CONTACT: Julia M. Kensbock; julia.kensbock@icb.uni-due.de; (T) +(49)201-183-2273; (F): +(49)201-183-2862; Universitätsstr. 9, D-45141 Essen.