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## OF FLICKERING FLAMES AND FOREST FIRES: THE IMPACT OF DIVERSITY IN ENTREPRENEURIAL PASSION ON TEAM PERFORMANCE (INTERACTIVE PAPER)

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≈ INTERACTIVE PAPER ≈

**OF FLICKERING FLAMES AND FOREST FIRES: THE  
IMPACT OF DIVERSITY IN ENTREPRENEURIAL  
PASSION ON TEAM PERFORMANCE**

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**Principal Topic**

Passion is at the core of entrepreneurship and new venture creation (Cardon et al., 2009). Notwithstanding the insights from existing studies (Gielnik et al., 2015; Murnieks et al., 2014), a neglected issue involves examining entrepreneurial passion at the team level. Our study responds to the call for empirical studies that illuminate the functional role of team entrepreneurial passion (Cardon et al., 2013, 2016; Drnovsek et al., 2009). We focus on the diversity in entrepreneurial passion among members, and subsequent implications on team performance over time. We also examine the moderating effect of team reflexivity (Dreu, 2002), defined as the process of reflecting and discussing team goals, functions, and strategies among members (West, 2002, 1996) on how entrepreneurial passion diversity shapes new venture team performance over time.

**Method**

We recruited 89 new venture teams participating in a business incubation program of a large university in Indonesia and administered a four-wave diary study among participants and their business mentors across 15 weeks. We used random coefficient modeling to analyze the influence of team entrepreneurial passion diversity on performance trajectories.

**Results and Implications**

We found that for teams with high entrepreneurial passion diversity (i.e., a combination of members with modest and high entrepreneurial passion), performance trajectory initially increased but leveled off over time. Team reflexivity interacted with entrepreneurial passion diversity such that teams high in both entrepreneurial passion diversity and team reflexivity exhibited the highest sustained performance.

Our study underscores the significance of examining entrepreneurial passion diversity as a meaningful team composition construct beyond traditional team demographic and task-relevant characteristics. We advance entrepreneurial passion research, which comprises predominantly individual-level studies, by adopting a team approach. Broadly, we also contribute to group affect research (Barsade and Knight, 2015; Barsade et al., 2000). Affect diversity, particularly positive affect diversity, may be beneficial in situations requiring creativity and innovation (George and King, 2007; Tiedens et al., 2004). We offer empirical evidence to the conceptual arguments on the value of positive affect diversity (given that passion is affective in nature) using a novel context of new venture teams.

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