

The Marks of The Spiritual Entrepreneur: Competencies, Entrepreneurial Mindset, and Worldview

JANICE A. BLACK
Western Carolina University

YVONNE S. SMITH
University of La Verne

ABSTRACT: Is there a way to distinguish an entrepreneur from the rest of the population? Is there way to distinguish a successful entrepreneur from other entrepreneurs? Is there a way to distinguish an entrepreneur who is a true Christian from other entrepreneurs? This paper suggests that the answer to these questions is, “Yes, but it is complicated.” Taking a strategic management approach, the authors outline the connections between an entrepreneur’s critical competencies, created by and embedded in an entrepreneurial mindset and the individual’s worldview. We propose that success results from fitting competencies to the market through the entrepreneurial mindset and making decisions through the entrepreneur’s value system embedded in his or her worldview. The paper ends with a model showing the links between the entrepreneur’s mindset and a biblical worldview.

KEYWORDS: entrepreneur, entrepreneurial mindset, competencies, worldview

INTRODUCTION

Is there a way to distinguish an entrepreneur from the rest of the population? Is there way to distinguish a successful entrepreneur from the rest of the entrepreneurs? Further, is there a way by which an entrepreneur who is a true Christian can be distinguished from all other entrepreneurs? In this paper, we suggest that the answer to these questions is, “Yes, but it is complicated.”

Is there a distinguishing mark of an entrepreneur? Is there something that sets successful entrepreneurs apart from less successful ones? For decades, researchers have sought the determinants of entrepreneurial success. Some emphasize causation, also known as the classical approach, which highlights meticulous planning in finding opportunities, determining goals, and marshalling resources to find success (Fisher, 2012; Shah & Tripsas, 2007). Others emphasize effectuation (Sarasvathy, 2008), suggesting that entrepreneurs begin with the social capital and resources they have and experiment in small steps to adapt these to emerging opportunities (Fisher, 2012; Galunie & Rodan, 1998). Others suggest bricolage, which

focuses on the entrepreneur marshalling, combining, and recombining resources to address new challenges or opportunities (Baker & Nelson, 2005). Bricolage appears to be particularly effective in environments where resources are scarce and institutional complexities exist.

Studies by Scazziota et al. (2023) and others (e.g., Ling et al., 2007) underscore that all of these approaches are explained by the distinguishing mark of the entrepreneur, the entrepreneurial mindset, which is defined as the related and networked set of motivations, skills, flexibility, and thought processes found uniquely in entrepreneurs (Davis et al., 2016; Grande et al., 2011; Palacios et al., 2009). While that might seem like a tautology, research shows that entrepreneurs do have a special mindset that interacts with their worldview and the contextual factors of the market. It is one of the key things that distinguishes an entrepreneur from other members of the population.

Successful entrepreneurship requires that the entrepreneur wisely use the competencies inherent in the entrepreneurial mindset within the market of his or her choice. Many researchers agree that planning, experimenting, and combining resources wisely for a

particular market are guided by the entrepreneur's mindset and also by his or her personal identity and value system (Ling et al., 2007). However, few have gone deeper in this exploration. In this paper, we will link the entrepreneur's mindset to his or her worldview, which is a major component of the personal identity and value systems that direct decision-making (Chewning, 2010). Our thesis is that the entrepreneurial mindset distinguishes a person as an entrepreneur, that wise use of competencies and wise decisions open the door to entrepreneurial success, and that a biblical worldview sets the truly Christian entrepreneur apart from other entrepreneurs.

In the following sections, we will explore the literature of each of these constructs. It should be noted that we are not arguing that these are the marks of success, though the literature suggests that they might be. Rather, we are saying that these are foundational: If a person is a true entrepreneur, they will have an entrepreneurial mindset. If they use their mindset wisely, they are more likely to succeed. If they are a true Christian, they will have, or be developing, a biblical worldview and will be more likely to make wise decisions. We finish the article with a model that traces the links of influence beyond the generic for the Christian entrepreneur and suggests exactly how the Christian entrepreneur's worldview influences his or her entrepreneurial mindset.

Religion and Entrepreneurship

Recently, a few researchers have begun to explore religion as an antecedent to entrepreneur activity and entrepreneurship. Adah-Kole et al. (2023) found that being "religious" positively impacted entrepreneurial self-efficacy, attitudes, and subjective norms, though they did not address which religious orientations were related. Others have noted a link between religion and entrepreneurial constructs such as intentions (Block et al., 2020; Rehan et al., 2019; Zaman et al., 2023), and entrepreneurial orientations (Bryant, 2015). Others addressed the idea of self, and firm, identities from a specifically Christian orientation (La Grange Du Toit, 2023), and showed how values mediate the relationship between entrepreneurship and religion (Rietveld & Hoogendoorn, 2022).

Rietveld and Hoogendoorn (2022) suggested that having strong religious values *weakened* the relationship between entrepreneurship and religion. We theorize that this prediction might be the case if a religious person has a shallow understanding of his or her religious base. Furthermore, following Kirzner (1998), we suggest that

being alert to one's external context and developing many competencies that are part of the entrepreneurial mindset are vital to successful entrepreneurial events. A less full linkage to these competencies could also explain Rietveld and Hoogendoorn's (2022) finding. While we will not explicitly address this issue any further, we did choose to use the more comprehensive definition of entrepreneurial activities provided by Kuratko et al. (2021) to examine foundational competencies, religion, and the entrepreneurial mindset.

Continuing the effort to understand the relationships between religion and entrepreneurship, we postulate a direct relationship between the entrepreneurial mindset and the values inherent in a biblical worldview. Searches in various databases did not reveal any research in this area; this paper will contribute to that gap.

It should be noted that, while we will not directly evaluate whether an entrepreneur's strong biblical worldview leads to successful ventures, we will use the entrepreneurship literature to identify the key competencies used by successful entrepreneurs as suggested by et al. (2021) and propose that a biblical worldview, as outlined by Goosen et al. (2004, 2013) would impact those competencies, likely positively, though that could be an empirical question depending on the context.

First, we will delineate the links between the constituent competencies of an entrepreneurial mind-set and the drivers of success and firm competencies and then propose which aspects of the biblical worldview of a devoted Christian might impact these competencies positively. We end with a simplified integrated model of the two constructs, entrepreneur mindset and biblical worldview.

LITERATURE REVIEW

Entrepreneurship and Competencies

An entrepreneur is defined as someone who perceives innovations and economic opportunities that elude others (Drucker, 1985; Schumpeter, 1942), whether to address social issues, to enable innovation within existing social or organizational structures, or to engage actively in a particular marketplace and willingly undertake market risks by establishing ventures to seize these opportunities (Schumpeter, 1942; Siggelkow & Rivkin, 2005). Through launching a venture, entrepreneurs actively initiate or capitalize on transformative market changes, which in turn reallocates economic and personal resources to more advantageous socio-economic ends (Galbraith, 1991; Say, 1803/2001; Schumpeter, 1942).

To do this successfully requires that the entrepreneur has a set of competencies that reinforce his or her goals in the market of interest (Black & Boal, 1994; Dignino, 1999). We support the view that competencies are not merely job-specific skills but are fundamental capabilities that enable individuals to perform those tasks well (Black & Boal, 1994; Mitchelmore & Rowley, 2010). For most successful ventures, the entrepreneurial competencies deployed advantageously in a market have their origin in the synthesis of knowledge, skills, attitudes, flexibility, and personal qualities expressed in the phrase “entrepreneurial mindset” (Bartlett & Ghoshal, 1997; Ferreras-Garcia et al., 2021; Mitchelmore & Rowley, 2010). Like others, this paper will assume the entrepreneurial mindset is a fundamental driver of human entrepreneurial action, i.e., is the distinguishing mark of the entrepreneur.

Because the entrepreneur uses his or her values to screen decisions, a second current gap in the literature is the connection between an entrepreneur’s mindset and his or her worldview that creates and informs those values (Chewning, 2010). Bridging the two is the entrepreneur’s identity; the entrepreneurial mindset is a major subset of identity for the entrepreneur. Beginning with the most fundamental construct—worldview—we briefly examine the epistemological foundations of worldview, identity, and mindset.

Worldview

A worldview encompasses one’s assumptions about how the world operates (Cook, 2000), including beliefs about the universe, God, humanity, past, and future (Angeles, 1981; Kuhn, 1962). Whether shaped unconsciously by social influences or consciously constructed, a worldview forms the unique perspective through which individuals, including entrepreneurs, perceive and interpret reality. As a foundational construct, a worldview tends to be stable (Chewning, 2010) and, indeed, can require an act of God to change drastically (II Corinthians 5:17).

An entrepreneur’s worldview guides his or her goals, values, attitudes, choices, and thought processes (Alessiato, 2022; Alvarez et al., 2013); it is the screen through which an entrepreneur makes the decisions that operationalize his competencies into actions. Truett Cathy’s reverence for the Sabbath and for family, for example, meant that Chick-fil-A closed on Sunday, and that has become a distinguishing factor in the firm’s culture and identity.

The research on double-loop learning suggests that the more a person examines the foundational precepts of his or her worldview, the more he or she will hold fast

to those foundational precepts (Kuratko et al., 2021). It is reasonable, therefore, to assert that the worldview of a Christian entrepreneur who searches the Scripture and grounds his or her beliefs in it will likely differ significantly from that of entrepreneurs who do not (Romans 12:2). This argument is developed in greater detail in the next section. First, we examine the other two constructs, touching lightly on entrepreneurial identity and focusing on the entrepreneurial mindset that is embedded in identity.

Identity and the Entrepreneurial Mindset

Identity encompasses the various roles that an individual assumes across different contexts—who they are given where they are (Wry & York, 2019; 2017). Personal identities are informed by worldviews but are more adaptable to external influences and personal reflections than worldviews (Brown, 2022; Zuzul & Tripsas, 2020). Most researchers, including us, assume that the entrepreneurial mindset is a subset of the entrepreneur’s personal identity (e.g., Abimbola & Vallaster, 2007; Dutton & Dukerich, 1991; Fiol, 2001). We note, with others, that coherence across nested identities is crucial for effective action (McMullen & Kier, 2016; Sirris, 2019). In other words, nested identity coherence is needed for entrepreneurial success.

In the initial stages of most businesses, the identity of the entrepreneur-founder is closely intertwined with the firm’s identity (Bloom et al., 2021; Colombo & Grilli, 2005; Kaehr-Serra & Theiel, 2013). Consider that many people tie Steve Jobs with Apple or Elon Musk with Tesla and SpaceX. Entrepreneurial identity, an expanding field of study (Leitch & Harrison, 2016), examines how entrepreneurs perceive themselves in their entrepreneurial roles. For example, entrepreneurs weave narratives around the founding and purpose of the venture (Parada & Viladas, 2010), and use self and firm identity to propel progress (Irwin et al., 2018; McMullen & Sheperd, 2006). As a result, a new organization is typically bounded by and reflective of the founder’s worldview (Hoang & Gimeno, 2010; Wickham, 2001).

The Entrepreneurial Mindset

Mindsets are cognitive frameworks that guide an individual’s behavior in *specific* contexts, streamlining decision-making and actions and reducing the need for extensive deliberation (Kuratko et al., 2021). Mindsets are embedded in identities but are more dynamic; they change and evolve based on an individual’s experiences, education,

creativity, and learning from feedback (Argyris & Schon, 1978; Denker et al., 2009; Kuratko et al., 2021).

An entrepreneurial mindset is defined as the related and networked set of motives, skills, and thought processes largely unique to entrepreneurs (Davis et al., 2016; Grande et al., 2011; Palacios et al., 2009). It is a bounded set of entrepreneurial competencies such as flexibility, vision, the ability to grasp emerging issues, and the ability to understand a market or environment in such a way that a crafted future can be envisioned (Davis et al., 2016; Kuratko et al., 2021). The entrepreneurial mindset is a subset of self-identity but is more malleable, changing when the person is presented with feedback that current choices are no longer effective (Argyris, 1977).

The entrepreneurial mindset is a complex mental model. It is a vital metacognitive ability for the person who is attempting to start a successful enterprise (Argyris & Schon, 1978; Ireland et al., 2003), and utilizing it well is important for success. Entrepreneurial mindsets are found in people all over the world, and across a multitude of industries and marketplaces (Davis, et. al., 2016). While precise definitions vary, most researchers agree that the mindset spans how the entrepreneur should act (cognitions and behaviors) and feel (emotions) in order to create success in a particular market (Kuratko et al., 2021). Given our goal to move to specifics linking competencies, mindsets, and worldviews, we will now examine the current academic work on the dimensions of the entrepreneurial mindset.

The cognitive dimension. Cognition involves the processes by which individuals think about how they should act and includes advanced thinking skills such as self-reflection and epistemology formation. It also includes activities, such as attention, memory, language comprehension, problem-solving, and decision-making (Kuratko et al., 2021). Over time, these cognitive processes develop into mental models—efficient cognitive shortcuts used unconsciously to navigate complex situations.

The cognitive aspect of the entrepreneurial mindset includes traits such as flexibility, vision, and the ability to swiftly grasp the meaning of and respond to market discontinuities (Davis et al., 2016; Kuratko et al., 2021). An entrepreneur cannot understand which personal competencies to emphasize or which firm competences to develop without the ability to be dynamic, flexible, and self-regulating in uncertain and ambiguous conditions (Kuratko et al., 2021). The cognitive area of the mindset allows the entrepreneur to excel in making sense of what may seem chaotic or ambiguous to others, allowing him

or her to navigate and capitalize on market dynamics (Morris et al., 2012) and adjust strategies while staying true to personal core values and beliefs (Alvarez et al., 2013; Morris et al., 2012).

In terms of competencies, possessing an entrepreneurial mindset increases a person's ability to leverage personal capabilities and resources to develop market-relevant competencies. Essentially, the cognitive flexibility of the entrepreneurial mindset enables an entrepreneur to assess current market landscapes, provide solutions to the problems that arise, and understand which resources and personal capabilities to emphasize. Because of space constraints, we will limit the model to only three critical competencies in the cognitive area of the entrepreneurial mindset. Following the summary of Kuratko et al. (2021), we will emphasize fast thinking skills, ability to assess dynamism in the market context, and ability to provide market-appropriate solutions. We will follow this protocol for all three of the dimensions.

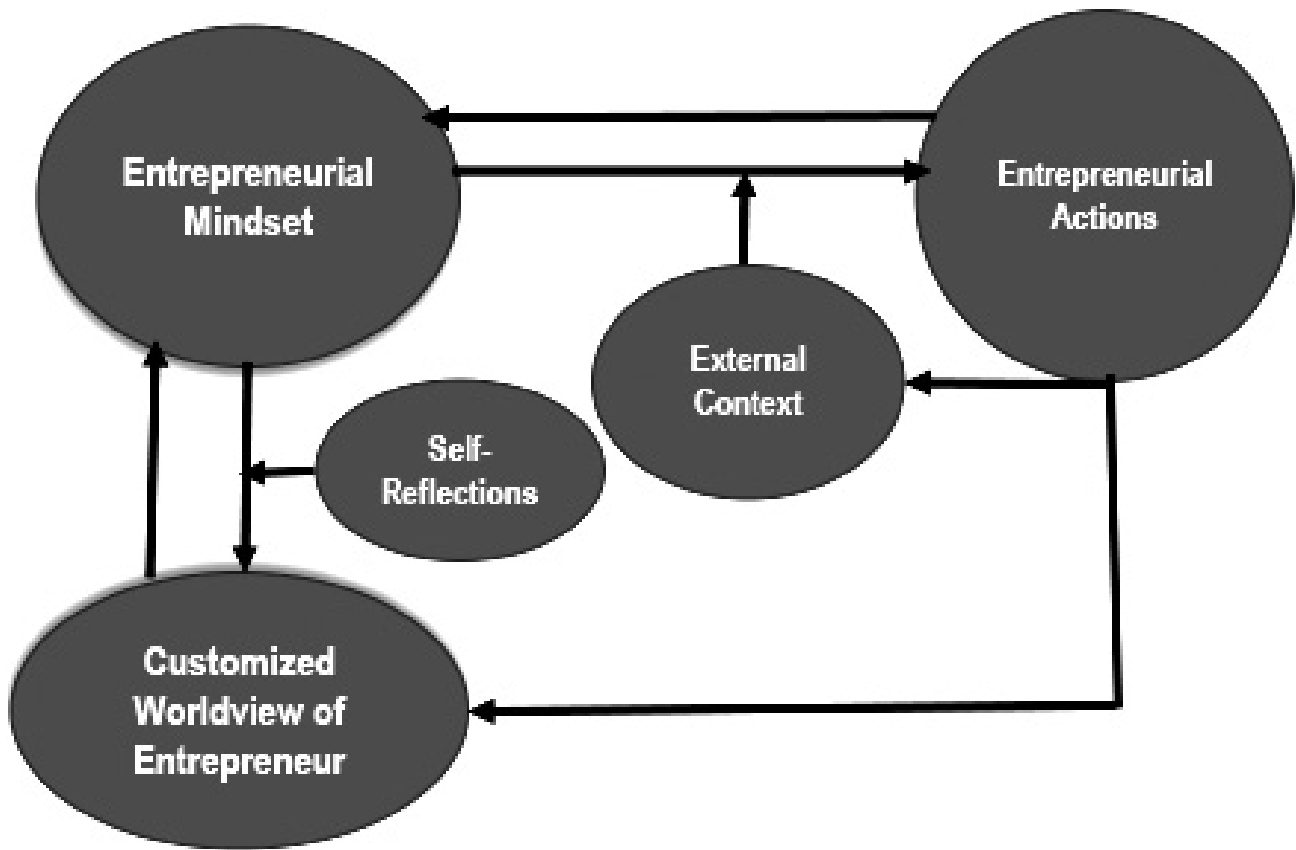
The behavioral dimension. Entrepreneurs envision a future and create actions to reach that future (Baron et al., 2016). The behavioral dimension of the entrepreneurial mindset allows the entrepreneur to select behaviors that are effective in the market of choice and to align organizational objectives with personal values as decision-making screens (Chaplin, 1985; Hoang & Gimeno, 2010). An entrepreneur's actions are visible integrations of the entrepreneurial mindset, action choices in the market, and the worldview of the individual. Elon Musk, for example, acquired Twitter as a statement of his value for free speech.

Entrepreneurial behaviors include utilizing existing resources and competencies (Eisenhardt & Tabrizi, 1995; Read & Sarasvathy, 2005) and sensemaking, which the entrepreneur uses to persuade others that his or her view is the correct one (Awati & Nikolova, 2022; Baran & Scott, 2010; Hoyte et al., 2019). In the model, we will focus on entrepreneurial sensemaking, entrepreneurial goals, and entrepreneurial competencies-in-use.

The emotional dimension. There is extended research on the links between emotions and entrepreneurship (see Kuratko et al., 2021, for a recent summary) and from that research, three key impacts on emotions have been noted: risk, stress, and ego.

Risk. Entrepreneurial risk includes financial, professional, familial, and psychic risks, and they often intertwine (Caggese, 2012; Dobni et al., 2000). For example, investing personal funds in a venture exposes

Figure 1: Feedback and Learning across the Entrepreneurial Mindset and Worldview of the Entrepreneur



an entrepreneur to financial and familial risks and could lead potentially to bankruptcy and social stigma (Caggese, 2012). Leaving a secure job to start a venture jeopardizes career prospects and, given the time commitment, entrepreneurship could strain family and friendship relationships (Zahra et al., 2006). Cumulative failures, should they occur, can severely affect an entrepreneur’s psyche (Kuratko et al., 2021).

Stress. Stress is prevalent among entrepreneurs, especially those who are driven by goals of independence, wealth, and job satisfaction (Baron, 2008; Schumpeter, 1951). High expectations and role overload amplify stress, challenging an entrepreneur’s resilience (Kuratko et al., 2021). Managing stress appropriately involves awareness and coping strategies (Boyd & Gumpert, 1983; Kariv, 2008).

Ego. Ego plays a pivotal role for the entrepreneur; it takes a certain strength of ego to step out and begin a new business. Strong entrepreneurial traits can fuel the success of the venture but can also lead to hubris and resistance to feedback (Kuratko et al., 2021). The need for control and power, part of many entrepreneurs’ motivations, can

strain relationships and hinder adaptability (Hayward et al., 2006). Overconfidence and hubris, combined with passion, may cloud judgment and impede business acumen (Haynes et al., 2015).

Interactions and growth. To add to the complexity of the entrepreneurial mindset, these facets—cognition, behavior, and emotion—interact dynamically within and across categories. For example, cognitive abilities can facilitate both emotional and behavioral responses and influence entrepreneurial actions (Caggese, 2012; Haynes et al., 2015). Research suggests that nurturing the entrepreneurial mindset over time can enhance entrepreneurial success (Caggese, 2012; Haynes et al., 2015). However, the mindset can also be disrupted, underscoring the need for targeted support (Bennet, 2021; Parker, 2018).

In summation, strengthening an entrepreneurial mindset is critical for navigating risks, managing stress, and balancing ego-driven motivations, which are the recognized downsides of becoming an entrepreneur. Understanding these interconnected dimensions helps a person cultivate the competencies of resilience and

adaptability, thus promoting personal development and, hopefully, sustaining successful business growth.

These epistemological orientations include the embedded values of the individual that shape the individual's action choices. We next look at the relationship between the entrepreneurial mindset and competencies, which is part of the double-loop learning processes as detailed by Argyris (Argyris, 1977; Argyris & Schon, 1978).

Entrepreneurial Mindsets and Competencies

As has been discussed, the entrepreneurial mindset arises from and is composed of a variety of competencies important for entrepreneurial success (Petts, 1997, Pitt & Clarke, 1999). Competencies can be acquired in a variety of ways, such as education (Hammoda, 2023), role models (Alkaabi & Senghore, 2024; Maziriri et al., 2024), work experience or internships (Agada & Etorti, 2023), deliberate practice (Van Gelderen, 2023), previous experiences (Shepherd & DeTienne, 2005), self-reflections (Clarke et al., 2020), the culture in which one lives (Wry & York, 2017), and continuous learning (Argyris, 1977; Rizvi et al., 2023).

Like all competencies, the more that entrepreneurial-specific competencies are used successfully, the more they are effective in the market of choice. Typically, a person who embraces the entrepreneurial mindset and takes action based on its skills will grow in these skills and use them in increasingly complex ways (Levinthal & Myatt, 2004; Marino, 1996). Those who do not embrace the mindset tend to find it increasingly difficult to access and use (Caggese, 2012; Haynes et al., 2015).

Given that the entrepreneur's mindset guides his or her thinking, actions, and emotions, entrepreneurial competencies can be seen as both a foundation and a consequence. Behaviors that lead to the entrepreneur's goals and the success of his or her envisioned future can be considered that person's competencies. The ability to derive meaning from market experiences through reflection and critical analysis helps the entrepreneur align the market and the venture with the hierarchy of beliefs structures (i.e., worldview) (Haynie et al., 2010). Figure 1 shows a graphic of these relationships.

We have examined the links between the competencies that can collectively be considered the entrepreneurial mindset, examined their potential for creating success, and now turn to the issue raised earlier. How is a Christian with an entrepreneurial mindset influenced by a biblical worldview? Does biblical truth impact entrepreneurship?

WORLDVIEW: A CHRISTIAN MODEL OF ENTREPRENEURSHIP

If one understands that all abilities are given by God, then an entrepreneurial mindset is given by God. The recipient of that gift does not need to acknowledge God in order to be a successful entrepreneur, but those who are more in tune with God's truth in a situation will be more likely to use it appropriately (Slagado, 2015; Smith, 2015). As has been demonstrated many times, in order to correctly understand an issue, it is helpful to understand God's perspective, which is found in Scriptures (II Timothy 3:16,17) (e.g., Bamber & Borchers, 2020; Chewning, 2003; Smith, 2015). For a thorough exploration of this issue, see Dupree, 2015.

A worldview underpins the entrepreneur's mindset and guides his or her actions and choices. Philosophically, a worldview is a foundational belief structure about the world and everything in it (Alessiato, 2022; Koltko-Rivera, 2004), including baseline questions about ontology (What exists?), axiology (What are my goals? What do I consider good and bad?), and other questions (Taves, 2022). One important way that worldview influences behavior is by establishing an individual's priorities in his or her values (Koltko-Rivera, 2004).

We suggest that a strong biblical worldview can mold the person with an entrepreneurial mindset until he or she sees entrepreneurial actions and abilities as being part of the Kingdom of God. To illustrate this, we will use the Christian Model of Entrepreneurship (CME), developed by Goossen (2004) and Goossen and Stevens (2013). Goossen's four core worldview elements can be applied to any Christian, but he has specifically applied them to the entrepreneur, and we will do the same.

The Christian Model of Entrepreneurship

Goossen (2004) and Goossen and Stevens (2013) have proposed a Christian Model of Entrepreneurship (CME) that is deeply embedded in Scripture. It is beyond the scope of this paper to replicate their reasoning. However, to illustrate, we have included a few references. The interested reader is directed to their publications.

Briefly, Goossen and Stevens's (2013) argument is that there are four worldview elements that, if believed in and acted upon by an entrepreneur, will allow him or her to reflect Christ while enacting the entrepreneurial vision. According to Goossen and Stevens, this biblical worldview is the mark of a Christian entrepreneur. The four core worldview elements of this CME are: 1) an overarching

“God-narrative” centered in Christ (Goosse, 2004), 2) transcendent norms and values based in the Scripture, 3) God-given spiritual gifts to use for the community, and 4) divine help versus self-help (2013).

God-centered narrative. The entrepreneur who has a God-centered worldview sees all of life, including his or her enterprise, as being focused through God in Christ (Philippians 1:21). Goossen (2004) grounds the model in Christ as creator and center of truth (Colossians 1:15-22), the ontology of the entrepreneur’s values. This is contrasted with the “self-narrative” that is common in many entrepreneurs (Goossen, 2004). Centering the passion, flexibility, and optimism of the entrepreneurial mindset in God can help with the hubris, obsession, and self-centeredness to which some entrepreneurs are tempted (Haynes et al., 2015). It can also ground the enterprise in the wisdom and reality of God (Chewning, 2003).

God-provided providence: Divine help versus self-help. The truly Christian entrepreneur achieves the enacted organization by utilizing his or her entrepreneurial mindset, but only under the benevolent guidance of the God of all things (Goossen, 2004). The entrepreneur understands that he or she is a steward for the enterprise under the overarching sovereignty of God (Colossians 1:17). The entrepreneur, when creating, is an echo of a creating God (Genesis 1:26, 27) and does so using the resources, capabilities, knowledge, skills, and abilities provided by God. God is the ultimate power and the all-sufficient helper in difficulty (I Peter 5:6-11).

God-given gifts to use for the community. A distinguishing mark of truly Christian entrepreneurs is their belief that their competencies, including their entrepreneurial mindset, are gifts from God and should be used for the community. “Spirit gifts are provided to glorify God and edify others” (Goossen & Stevens, 2013, p. 55). The gifts and talents given by God are not for personal self-fulfillment or for personal goals but are rather given to demonstrate love for God and neighbor (Matthew 22:37; I Corinthians 12) (Smith, 2011).

Transcendent norms and values based in the Scripture. Reflecting the absolute aspect of God’s norms (Goossen & Stevens, 2013), the norms and values of the truly Christian entrepreneur would be based in the guidelines given by God in Scripture (e.g., Exodus 20:1-17). An entrepreneur can easily be caught by his or her passion and see that as the driving force in life, ignoring scriptural imperatives about living for the Kingdom of God (Matthew 5-7). Since financial and personal success are strong entrepreneurial motivators (Herron &

Sapienza, 1992; Yalcin & Kapu, 2008), the norms of this world can be a strong temptation. An entrepreneur with transcendent norms is motivated by treasure in heaven and success in the eyes of God, not man (Matthew 6:33).

Another aspect of transcendent norms turns on the question of who is in charge. Many people become entrepreneurs because they wish to be their own boss. For the Christian reflecting this model, God is in charge, not the entrepreneur (Isaiah 6:8). The entrepreneur considers him or herself accountable to a transcendent God (Goossen & Stevens, 2013). Therefore, scrupulous honesty is assumed, a love for employees and customers is understood, and the Kingdom of God guides decision-making (Smith, 2011).

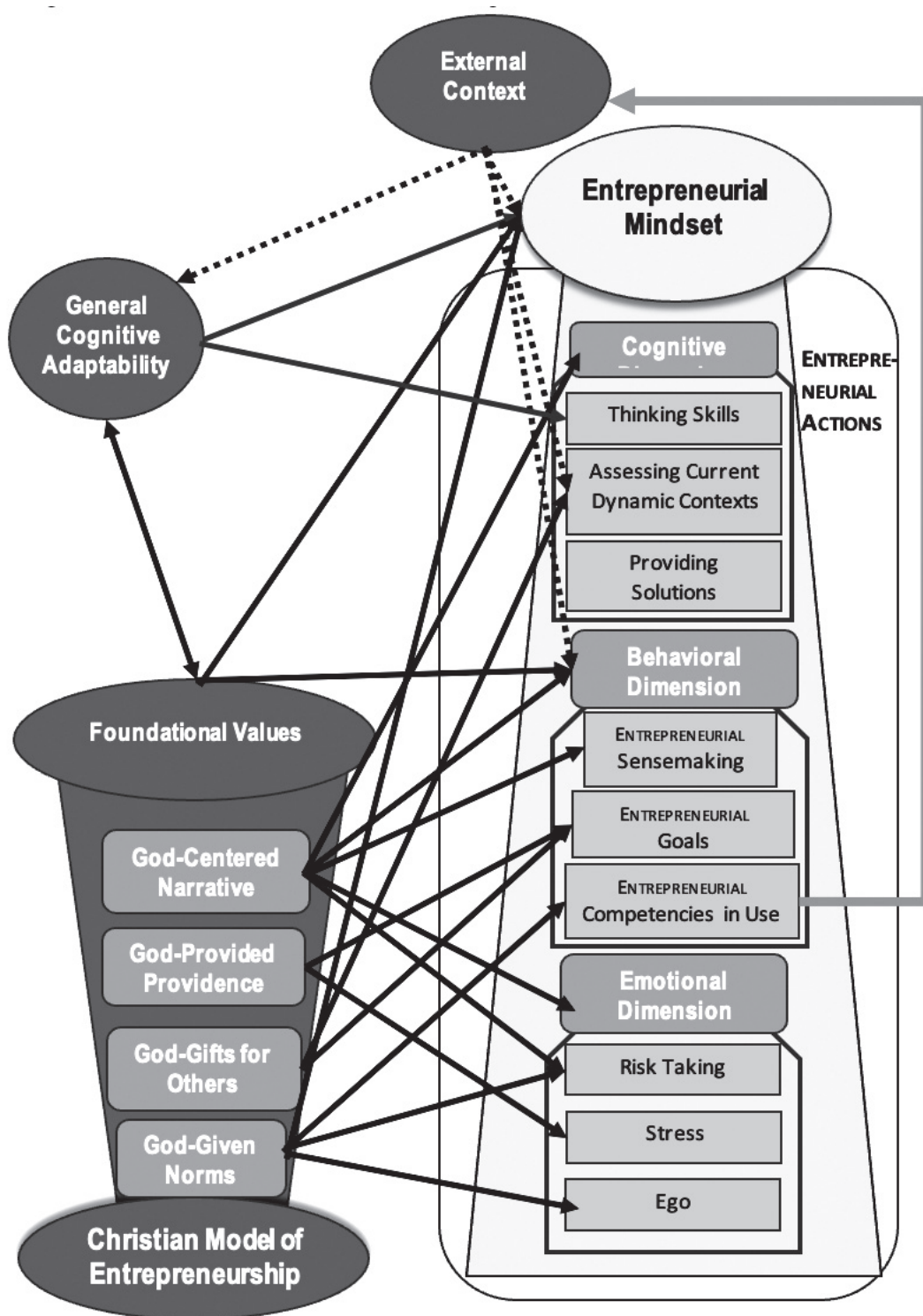
INTEGRATING THE ENTREPRENEURIAL MINDSET AND THE CHRISTIAN WORLDVIEW

The entrepreneur’s decisions and mindset are directed by his or her worldview. Below is a model of a few of the interactions we posit between the entrepreneurial mindset and the worldview expressed in the CME. Given, as stated earlier, that there are both direct and curvilinear relationships between the two constructs, we will point out only a few of the major direct relationships for the sake of illustration. There are many more. The very basic figure is shown in Figure 2. To make the model easier to view, we did not list the labels or numbers for each of the influence lines. Also please note that though the entrepreneurial mindset is a subset of the identity of the entrepreneur, to keep within bounds, we chose to include only the mindset itself, not the entire identity construct.

Foundational Values and Meta Constructs.

Influences of the entrepreneur’s foundational values. On the middle left of Figure 2, is the circle for Foundational Values. You will note that the worldview described as a “Christian Model of Entrepreneurship” is shown below that circle and illustrates that a foundation of Christian values, such as loving God with all your heart (Mark 12:30, 31) and maintaining personal holiness (I Peter 1:15,16), directly influences the integrated meta constructs of a General Cognitive Ability and the Entrepreneurial Mindset (top left). Shown embedded in the Entrepreneurial Mindset are the categories along with the three competencies in each category as described earlier in the paper.

Figure 2: Illustration of Influences In the Integrated Model



The Christian Model of Entrepreneurship represents the values through which the entrepreneur screens decisions. We propose a direct impact of the CME on the meta constructs cognitive adaptability and entrepreneurial mindset. Along with an indirect impact on the behavior

dimension of the entrepreneurial mindset, there is also a direct effect from the CME on that subdimension, which will be discussed later. We also propose several direct impacts from components and embedded competencies of the CME on the meta construct of general cognitive

adaptability. While this is a complicated set of impacts when casually reviewed, we provide details below for the set of relationships shown in Figure 2.

Influences of cognitive adaptability. Cognitive adaptability is a meta construct impacting primarily the cognitive dimension of the entrepreneurial mindset (Lei et al., 1996). This competency is an example of meta-learning. It is a combination of information transfer as the entrepreneur makes decisions and gets feedback, redefines the heuristics that guide actions, and makes adjustments after experimenting in the new market (Lei et al., 1996). It is primarily informed by an entrepreneur's foundational values but may also (for example, through repetition) also inform those values of the entrepreneur. In this example, we limited values to foundational Christian values as detailed in the CME.

As mentioned earlier, we propose that cognitive adaptability impacts the entire entrepreneurial mindset, thus influencing all its elements. However, we propose that cognitive adaptability also directly impacts how the entrepreneur formulates thinking, which in turn of course, impacts his or her ability to identify changes and consider responses in economic discontinuity.

Influences on entrepreneurial behaviors. The behaviors the entrepreneur decides on will be directly affected by his or her foundational values. As mentioned earlier, this construct has a direct line to the behavioral dimension of the entrepreneurial mindset. This implies that, for Christians, their foundational values permeate their entrepreneurial mindset and have an enhanced influence on their behaviors. We now explore the specific relationships between the Christian Model of Entrepreneurship and the specific competency categories involved in the entrepreneurial mindset.

The Christian Model of Entrepreneurship and the Entrepreneurial Mindset

Influences of a God-centered narrative. As an entrepreneur matures as a Christian, Christ becomes more central to his or her mindset (II Corinthians 5:17). Therefore, Christ becomes more central in the narratives he or she creates and will ultimately infuse the emerging firm's identity. The first area of influence is in the selection of the opportunity. Here the line shows the probable influence of God Centrality on all three of the entrepreneurial mindset's competency categories: cognition, behavior, and emotion. In addition, there is also a direct influence from the worldview and its integration into entrepreneurial behavior, specifically

sensemaking. God becomes part of the entrepreneur's narrative. When this becomes consistent, God is seen in the firm's identity. For example, after three generations, In-n-Out still has Bible references on certain of its paper goods. Furthermore, centering a narrative in God who is sovereign has a direct influence on the entrepreneur's sense of risk taking, with a mature Christian assuming that God is in control of the risk and results.

Influences of God-provided providence. Two areas of the entrepreneurial mindset appear to be directly influenced from this area of the CME. The first is the choice of actions taken to pursue entrepreneurial goals. Actions are influenced by the resources, capabilities, and so forth that the entrepreneur perceives are available. Understanding that God is in charge of daily needs will influence the actions that one is willing to take (Psalm 37:5). The second is the entrepreneur's level of stress. If one relies on what God provides, then one's stress should be lessened and the negative impacts of stress on the entrepreneur lessened (Philippians 4:6,7).

Influences of God-given gifts and goals. If the entrepreneur views God's gift of an entrepreneurial mindset as intended for service to others, it seems reasonable this will influence the opportunities he or she chooses to pursue. Goals that are not aligned with God's purposes in Scripture will typically not be pursued. One might ask how the entrepreneur can distinguish between God's goals and personal goals. Our response is to utilize the same Christian disciplines that apply to all areas of a Christian's life (Matthew 6:33; Proverbs 3). Praying about it, aligning goals with God's goals as detailed in the Bible, and talking to other mature Christians can help in this regard. This is a worthwhile topic but has been addressed by many others and is outside the scope of this paper.

The next area of a direct influence is in the actual setting of entrepreneurial goals. Again, as a macro-level goal, God-given gifts for the use of others will provide boundaries within which Christian entrepreneurs will place their own entrepreneurial goals.

Influences of God-given norms. As discussed earlier, a true Christian's norms are provided by God, are mostly communicated in the Bible, and are unchanging. Norms for the most part address questions of "how" and are often socially crafted and reinforced, which is one probable reason that God calls us to not forsake gathering with other Christians (Hebrews 10:25). Transcendent norms have direct influences on choice of actions, the ways an entrepreneur uses competencies, and the entrepreneur's ego. To illustrate this, we first suggest a direct link to the

entrepreneurial competencies in use. Next, we suggest that God-given norms will reduce the amount of hubris in which a Christian entrepreneur might engage (I Peter 5: 3-7), thus reducing potential blind spots based in such hubris. This will help him or her be more Christlike in dealing with employees, colleagues, and customers. We also provide a direct link between God-given norms and the ego competency area of the emotional dimension.

The model suggests that, indirectly, God-given norms will influence the entirety of the entrepreneurial mindset as well as indirectly influencing nine of its dimensions. These double and triple influences will be more apparent as the entrepreneur matures in the Christian life. It seems reasonable to suggest that those areas with multiple influences may have greater impact on behaviors.

IMPLICATIONS

“A Christian entrepreneur affects the organization,” we hear and teach, but how exactly does this occur? The goal in this paper was to move from the imprecise generalizations currently found in the topical literature to the precise set of linkages between specific components. Understanding the links becomes vital when an entrepreneur who wants to remain true to his or her values has to deal with the rapidly changing systems found in contemporary marketplaces. These linkages are particularly valuable for a Christian to know because biblical values are foundational to right living.

The model in Figure 2 shows some of the suggested effects that a worldview encompassing the CME might have on the entrepreneurial mindset. The integration of the two models illustrates how a worldview can influence the choices made by the entrepreneur as he or she develops entrepreneurial competencies as competencies of the emerging firm. It illustrates how the person desiring a Godly company can actively create that. If Scripture impacts values, and we assert that it does, it impacts decisions and actions. This paper clarified the areas in a worldview and within the entrepreneurial mindset that have the maximum impact on entrepreneurial actions. Here is where the Christian should focus. Here is how we can expect to see Christian entrepreneurs differentiating themselves from other entrepreneurs.

While the entrepreneurial mindset is a social construct developed by past actions and the reinforcement, or not, of those actions, this paper demonstrates that it is also a gift from God. Using God’s gift effectively and for the

good of others honors Him. Understanding the three dimensions—cognitive, behavioral, and emotional—can help the entrepreneur deliberately make choices that benefit others, so that the entrepreneurial mindset interacts properly with a Godly worldview.

Since the entrepreneurial mindset is one of the more dynamic areas of identity and the mature Christian’s worldview is one of the more stable areas of identity, showing the internal mapping between them impacts the contextual dynamics involved in the entrepreneurial mindset. This is an under-addressed area of entrepreneurial scholarship, and this paper has made some progress in shedding light on this process.

We also contributed a testable model for examination. Figure 2 suggests how a Christian Model of Entrepreneurship affects the entrepreneurial mindset, both in a holistic fashion and indirectly though impacts on the action components of the entrepreneurial mindset. The paper builds theory based on the logic described in each sub-section. The model in Figure 2 is a graphical representation of the proposed ways that the Christian’s worldview can impact his or her entrepreneurial mindset. All these proposed influences need further research, and the integrated model provides a place to begin. In structural equation modeling terms, the graphical model is both a proposition and a set of testable hypotheses. We invite interested others to join us on this journey.

REFERENCES

- Abdurrohim, A., & Kusaeri, K. (2024). Evaluating entrepreneurial intention among Pesantren students: Fostering empowerment through education. *SYAMIL: Jurnal Pendidikan Agama Islam (Journal of Islamic Education)*, 12(1), 1-25.
- Abimbola, T., & Vallaster, C. (2007). Brand, organizational identity and reputation in SMEs: An overview. *Qualitative Market Research: An International Journal*, 10(4), 341-348.
- Agada, A. N., & Etorti, I. J. (2023). Impact of students’ industrial work experience scheme (SIWES) in enhancing entrepreneurship skills of business education students in colleges of education in Cross River State. *International Research Journal of Innovations in Engineering and Technology*, 7(12), 209.
- Alessiato, E. P. (2022). What is a worldview? Some suggestions from the history of the concept. *Negotiation Journal*, 397-404.

- Alkaabi, K., & Senghore, S. (2024). Student entrepreneurship competency and mindset: Examining the influence of education, role models, and gender. *Journal of Innovation and Entrepreneurship*, 13(1), 36.
- Alvarez, S. A., Barney, J. B., & Anderson, P. (2013). Forming and exploiting opportunities: The implications of discovery and creation processes for entrepreneurial and organizational research. *Organization Science*, 24(1), 301-317.
- Angeles, P. A. (1981). *Dictionary of Philosophy*. Harper Collins.
- Argyris, C. (1977). Double loop learning in organizations. *Harvard Business Review*, 55(5), 115-125.
- Argyris, C. & Schon, D. A. (1978). *Organizational learning: A theory of action perspective*. Addison-Wesley.
- Awati, K., & Nikolova, N. (2022). From ambiguity to action: Integrating collective sensemaking and rational decision making in management pedagogy and practice. *Management Decision*, 60(11), 3127-3146.
- Bamber J. & Borchers, A. (2020). Revisiting the purpose of business. *Journal of Biblical Integration in Business*, 23(1), 47-56.
- Baran, B. E., & Scott, C. W. (2010). Organizing ambiguity: A grounded theory of leadership and sensemaking within dangerous contexts. *Military Psychology*, 22(sup1), S42-S69.
- Baron, R. A., Mueller, B. A., & Wolfe, M. T. (2016). Self-efficacy and entrepreneurs' adoption of unattainable goals: The restraining effects of self-control. *Journal of Business Venturing*, 31(1), 55-71.
- Bartlett, C. A., & Ghoshal, S. (1997). The myth of the generic manager: New personal competencies for new management roles. *California Management Review*, 40(1), 92-116.
- Bennet, D. L. (2021). Local institutional heterogeneity & firm dynamism: Decomposing the metropolitan economic freedom index. *Small Business Economics*, 57, 493-511.
- Black, J. A., & Boal, K. B. (1994). Strategic resources: Traits, configurations, and paths to sustainable competitive advantage. *Strategic Management Journal*, 15, 131-148.
- Block, J., Fisch, C., & Rehan, F. (2020). Religion and entrepreneurship: A map of the field and a bibliometric analysis. *Management Review Quarterly*, 70, 591-627.
- Bloom, M., Colbert, A. E., & Nielsen, J. D. (2021). Stories of calling: How called professionals construct narrative identities. *Administrative Science Quarterly*, 66(2), 298-338.
- Boyd, D. P., & Gumpert, D. E. (1983). Coping with entrepreneurial stress. *Harvard Business Review*, 61(2), 46-56.
- Brown, A. D. (2022). Identities in and around organizations: Towards an identity work perspective. *Human Relations*, 75(7), 1205-1237.
- Bryant, J. W. (2015). *Acting strategically using drama theory*. CRC Press.
- Caggese, A. (2012). Entrepreneurial risk, investment and innovation. *Journal of Financial Economics*, 106(2), 287-307.
- Chewning, R. (2003). God is infinitely wise: We have access to his wisdom. *Journal of Biblical Integration in Business*, 9(1), 35-53.
- Chewning, R. (2010). Can free enterprise survive ethical schizophrenia? *Journal of Biblical Integration in Business*, 12(1), 78-85.
- Clarke, A. P., Cornes, C., & Ferry, N. (2020). The use of self-reflection for enhanced enterprise education: A case study. *Education+ Training*, 62(5), 581-598.
- Colombo, M. G., & Grilli, L. (2005). Founders' human capital and the growth of new technology-based firms: A competence-based view. *Research Policy*, 34(6), 795-816.
- Cook, W. J. Jr. (2000). *Strategics: The art and science of holistic strategy*. Quorum Books.
- Dagnino, G. B. (1999). *The system of business enterprises a complex dynamic network of resources and competencies*. Proceedings & membership directory—Academy of Management, E1-E6.
- Davidsson, P., Baker, T., & Senyard, J. M. (2017). A measure of entrepreneurial bricolage behavior. *International Journal of Entrepreneurial Behavior & Research*, 23(1), 114-135.
- Davis, M. H., Hall, J. A., & Mayer, P. S. (2016). Developing a new measure of entrepreneurial mindset: Reliability, validity and implications for practitioners. *Consulting psychology Journal: Practice and Research*, 68(1), 21-48.
- Dencker, J. C., Gruber, M., & Shah, S. K. (2009). Pre-entry knowledge, learning, and the survival of new firms. *Organization Science*, 20(3), 516-537.
- Dobni, D., Ritchie, J. R., & Zerbe, W. (2000). Organizational values: The inside view of service productivity. *Journal of Business Research*, 47, 91-107.
- Drucker, P. (1985). *Innovation and entrepreneurship*. Collins.

- Dupree, J. (2015). Biblical integration into business in the *JBIB*: A review of 20 years of the development of the concept of faith integration. *Journal of Biblical Integration in Business*, 18(2), 89-102.
- Dutton, J. E., & Dukerich, J. M. (Sept, 1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of Management Journal*, 34(3), 517-554.
- Eisenhardt, K. M., & Tabrizi, B. N. (1995). Accelerating adaptive processes: Product innovation in the global computer industry. *Administrative Science Quarterly*, 84-110.
- Ferreras-Garcia, R., Sales-Zaguirre, J., Serradel-Lopez, E. Developing entrepreneurial competencies in higher education: A structural model approach. *Education + Training*, 63(5), 720-743.
- Fiol, C. M. (2001). Revisiting an identity-based view of sustainable competitive advantage. *Journal of Management*, 27(6), 691-700.
- Fisher, G. (2012). Effectuation, causation, and bricolage: A behavioral comparison of emerging theories in entrepreneurship research. *Entrepreneurship Theory and Practice*, 36(5), 1019-1051.
- Galunic, D. C., & Rodan, S. (1998). Resource recombinations in the firm: Knowledge structures and the potential for Schumpeterian. *Strategic Management Journal*, 19(12), 1193-1201.
- Goossen, R. (2004). Entrepreneurship and the meaning of life. *Journal of Biblical Integration in Business*, 10(1), 21-74.
- Goossen, R. & Stevens, R. (2013). *Entrepreneurial leadership: Finding your calling, making a difference*. InterVarsity Press.
- Grande, J., Madsen, E. L., & Borch, O. J. (April, 2011). The relationship between resources, entrepreneurial orientation and performance in farm-based ventures. *Entrepreneurship & Regional Development*, 23(3/4), 89-111.
- Hammoda, B. (2024). The impact of educational technologies on entrepreneurial competencies: A systematic review of empirical evidence. *Knowledge Management & E-Learning*, 16(2), 309-333.
- Haynes, K. T., Hitt, M. A., & Campbell, J. T. (2015). The dark side of leadership: Towards a mid-range theory of hubris and greed in entrepreneurial contexts. *Journal of Management Studies*, 52(4), 479-505.
- Haynie, J. M., Shepherd, D., Msakowski, E., & Earley, P. C. (2010). A situated metacognitive model of the entrepreneurial mindset. *Journal of Business Venturing*, 25, 217-229.
- Hayward, M. L., Shepherd, D. A., & Griffin, D. (2006). A hubris theory of entrepreneurship. *Management Science*, 52(2), 160-172.
- Herron, L., & Sapienza, H. J. (1992). The entrepreneur and the initiation of new venture launch activities. *Entrepreneurship Theory and Practice*, 17(1), 49-55.
- Hoang, H., & Gimeno, J. (2010). Becoming a founder: How founder role identity affects entrepreneurial transitions and persistence in founding. *Journal of Business Venturing*, 25(1), 41-53.
- Holy Bible, New American Standard. (1995). Lockman Foundation.
- Hoyte, C., Noke, H., Mosey, S., & Marlow, S. (2019). From venture idea to venture formation: The role of sensemaking, sensegiving and sense receiving. *International Small Business Journal*, 37(3), 268-288.
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963-990.
- Irwin, J., Lahneman, B., & Parmigiani, A. (2018). Nested identities as cognitive drivers of strategy. *Strategic Management Journal*, 39(2), 269-294.
- Kaehr-Serra, C., & Theiel, J. (2013). The role of identity in professionalizing entrepreneurial firms. *Proceedings of the Academy of Management*, 2013(1), 1.
- Kariv, D. (2008). The relationship between stress and business performance among men and women entrepreneurs. *Journal of Small Business & Entrepreneurship*, 21(4), 449-476.
- Koltko-Rivera, M. E. (2004). The psychology of worldviews. *Review of General Psychology*, 8(1), 3-58.
- Kuhn, T. S. (1962). *The structure of scientific revolutions* (3rd Ed). The University of Chicago Press.
- Kuratko, D. F., Fisher, G., & Audretsch, D. B. (2021). Unraveling the entrepreneurial mindset. *Small Business Economics*, 57(4), 1681-1691.
- Lei, D., Hitt, M. A., & Bettis, R. (1996). Dynamic core competences through meta-learning and strategic context. *Journal of Management*, 22(4), 549-571.
- Leitch, C. M., & Harrison, R. T. (2016). Identity, identity formation and identity work in entrepreneurship: Conceptual developments and empirical applications. *Entrepreneurship & Regional Development*, 28(3-4), 177-190.

- Levinthal, D., & Myatt, J. (1994, Winter). Co-evolution of capabilities and industry: The evolution of mutual fund processing. *Strategic Management Journal*, 15, 45-62.
- Ling, Y., Zhao, H., & Baron, R. A. (2007). Influence of founder—CEOs' personal values on firm performance: Moderating effects of firm age and size. *Journal of Management*, 33(5), 673-696.
- Maziriri, E. T., Nyagadza, B., Maramura, T. C., & Mapuranga, M. (2022). "Like mom and dad" using narrative analysis to understand how couplepreneurs stimulate their kids' entrepreneurial mindset. *Journal of Entrepreneurship in Emerging Economies*, 25(6), 1-30.
- Marino, K. E. (1996). Developing consensus on firm competencies and capabilities. *Academy of Management Perspectives* [formerly Academy of Management Executive], 10(3), 40-51.
- McMullen, J. S., & Kier, A. S. (2016). Trapped by the entrepreneurial mindset: Opportunity seeking and escalation of commitment in the Mount Everest disaster. *Journal of Business Venturing*, 31(6), 663-686.
- McMullen, J. S., & Sheperd, D. A. (2006). Entrepreneurial action taking and the role of uncertainty in the theory of the entrepreneur. *Academy of Management Review*, 31(1), 132-152.
- Mitchelmore, S., & Rowley, J. (2010). Entrepreneurial competencies: A literature review and development agenda. *International Journal of Entrepreneurial Behavior & Research*, 16(2), 92-111.
- Morris, M. H., Kuratko, D. F., & Schindehutte, M. (2012). Framing the entrepreneurial experience. *Entrepreneurship Theory and Practice*, 36(1), 11-40.
- Onjewu, A. K. E., Anosike, P., & Godwin, E. S. (2023). The mediating role of planned behaviour in the religiosity and nascent entrepreneurship nexus. *International Journal of Entrepreneurial Behavior & Research*, 29(8), 1950-1969.
- Palacios, D., Gil, I., & Garrigos, F. (March, 2009). The impact of knowledge management on innovation and entrepreneurship in the biotechnology and telecommunications industries. *Small Business Economics*, 32(3), 291-301.
- Parada, M. J., & Viladas, H. (2010). Narratives: A powerful device for values transmission in family businesses. *Journal of Organizational Change Management*, 23(2), 166-172.
- Parker, S. (2018). *The economics of entrepreneurship* (2nd ed.). Cambridge University Press.
- Petts, N. (1997). Building growth on core competences: A practical approach. *Long Range Planning*, 30(4), 551-561.
- Pitt, M., & Clarke, K. (1999). Competing on competence: A knowledge perspective on the management of strategic innovation. *Technology Analysis & Strategic Management*, 11(3), 301-316.
- Read, S., & Sarasvathy, S. D. (2005). Knowing what to do and doing what you know: Effectuation as a form of entrepreneurial expertise. *The Journal of Private Equity*, 9(1), 45-62.
- Rehan, F., Block, J., & Fisch, C. (2019). Entrepreneurship in Islamic communities: How do Islamic values and Islamic practices influence entrepreneurship intentions? *Journal of Enterprising Communities: People and Places in the Global Economy*, 13(5), 557-583.
- Rietveld, C. A., & Hoogendoorn, B. (2022). The mediating role of values in the relationship between religion and entrepreneurship. *Small Business Economics*, 1-27.
- Rizvi, S. A. A., Qureshi, M. A., Ahmed, Q. N., & Ali, M. (2023). Being and becoming an entrepreneur: A narrative study on the development of entrepreneurial mindset in Pakistan. *Entrepreneurial Business and Economics Review*, 11(2), 171-183.
- Salgado, L. (2015). The value of considering the fullness of time in strategy making. *Journal of Biblical Integration in Business*, 18(2), 24-40.
- Sarasvathy, S. D. (2008). *Effectuation: Elements of entrepreneurial expertise*. Edward Elgar Publishing Limited.
- Scazzioia, V., Serra, F., Sarkar, S., & Guerrazzi, L. (2023). The antecedents of entrepreneurial action: A meta-synthesis on effectuation and bricolage. *Journal of Business Research*, 155, 113411.
- Shah, S. K., & Tripsas, M. (2007). The accidental entrepreneur: The emergent and collective process of user entrepreneurship. *Strategic Entrepreneurship Journal*, 1(12), 123-140.
- Shepherd, D. A., & DeTienne, D. R. (2005). Prior knowledge, potential financial reward, and opportunity identification. *Entrepreneurship Theory and Practice*, 29(1), 91-112.
- Siggelkow, N., & Rivkin, J. W. (2005). Speed and search: Designing organizations for turbulence and complexity. *Organization Science*, 16(2), 101-122.
- Sirris, S. (2019). Coherent identities and roles? Hybrid professional managers' prioritizing of coexisting institutional logics in differing contexts. *Scandinavian Journal of Management*, 35(4), doi:10.1016/J.SCAMAN.2019.101063.
- Smith, Y. (2015). Editor's perspective: When scripture and culture clash. *Journal of Biblical Integration in Business*, 18(2), 6-8.

- Smith, Y. (2011). Three myths of good hard work. *Journal of Biblical Integration in Business*, 13(2), 87-99.
- Taves, A. (2022). Worldview analysis as a tool for conflict resolution. *Negotiation Journal*, 38(3), 363-381.
- Van Gelderen, M. (2023). Using a comfort zone model and daily life situations to develop entrepreneurial competencies and an entrepreneurial mindset. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1136707>
- Wickham, P. A. (2001). *Strategic entrepreneurship*. Prentice-Hall.
- Wry, T., & York, J. G. (2017). An identity-based approach to social enterprise. *Academy of Management Review*, 42(3), 437-460.
- Wry, T., & York, J. G. (2019). Blended colors or black and white? Avoiding dichotomous thinking in identity and entrepreneurship. *Academy of Management Review*, 44(1), 215-219.
- Yalcin, S., & Kapu, H. (2008). Entrepreneurial dimensions in transitional economies: A review of relevant literature and the case of Kyrgyzstan. *Journal of Developmental Entrepreneurship*, 13(02), 185-204.
- Zahra, S. A., Yavuz, R., & Ucbasaran, D. (2006). How much do you trust me? The dark side of relational trust in new business creation in established companies. *Entrepreneurship Theory & Practice*, 30(2), 541-559.
- Zuzul, T., & Tripsas, M. (June, 2020). Start-up inertia versus flexibility: The role of founder identity in a nascent industry. *Administrative Science Quarterly*, 65(2), 395-433.

ABOUT THE AUTHORS



Dr. Janice Black began a new major thrust in her academic focus with a contract teaching entrepreneurship full time at Western Carolina University in January 2021, after retiring from Coastal Carolina University with 20+ years in strategic management research and more than 2,400 citations of her publications, teaching a wide range of courses in the business management area, and gaining recognition as a distinguished professor. In general, her focus in research has been in developing proto-entrepreneurs who are faced with highly ambiguous circumstances, enabling the development of an entrepreneurial mindset, and the assessment of classes and programs with ongoing feedback to students. She is also interested in how people of all ages and occupations can be trained to think entrepreneurially and developing entrepreneurship certificates, degrees, and immersive experiences.



Yvonne S. Smith, PhD, is professor of management at the University of La Verne. Before becoming an academic, she was an entrepreneur and started several successful businesses. She has published more than 90 journal articles and presented more than 100 papers at peer-reviewed conferences. She served as editor of the *Journal of Biblical Integration in Business* from 2009-2015.