

6-6-2009

RESOURCES AND THE TEAM FORMATION PROCESS (SUMMARY)

R. Isil Yavuz

University of Minnesota, USA, yavuz002@umn.edu

Hans Rawhouser

University of Minnesota, USA

Daniel P. Forbes

University of Minnesota, USA

Mary E. Zellmer-Bruhn

University of Minnesota, USA

Recommended Citation

Yavuz, R. Isil; Rawhouser, Hans; Forbes, Daniel P.; and Zellmer-Bruhn, Mary E. (2009) "RESOURCES AND THE TEAM FORMATION PROCESS (SUMMARY)," *Frontiers of Entrepreneurship Research*: Vol. 29: Iss. 11, Article 6.
Available at: <http://digitalknowledge.babson.edu/fer/vol29/iss11/6>

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 administrator of Digital Knowledge at Babson. For more information, please contact digitalknowledge@babson.edu.

SUMMARY

RESOURCES AND THE TEAM FORMATION PROCESS

R. Isil Yavuz, University of Minnesota, USA
Hans Rawhouser, University of Minnesota, USA
Daniel P. Forbes, University of Minnesota, USA
Mary E. Zellmer-Bruhn, University of Minnesota, USA

Principal Topic

In building a new venture management team, do entrepreneurs seek team members to fill specific roles on the team needed to exploit an opportunity? Or do they consider what opportunities they can create, given their current team? Research on new business creation has traditionally favored a “planning” approach in which entrepreneurs recognize business opportunities, identify their goals (possible effects), and then choose the most effective means to achieve their goals by acquiring resources and creating an organization (e.g. Bhave, 1994). But others (e.g. Sarasvathy, 2001) have indicated that some entrepreneurs “effectuate”: that is, they focus primarily on the resources (means) under their control, and then go through a process of finding goals that can be accomplished with those resources. However, relatively little empirical research has addressed the conditions under which an entrepreneur will use planning and/or effectuation processes in the formation of his/her entrepreneurial team. In this study, we ask “what factors determine whether entrepreneurs follow planning or effectuation processes in forming their entrepreneurial teams?”

Method

We studied academic entrepreneurs in real time from nine top U.S. research universities. Our data came from open-ended interviews in which we asked 60 academic scientists to describe their activities and intentions as they related to the process of entrepreneurial team formation. Two researchers individually conducted in-depth analyses of interviews from nine of these scientists to generate a dictionary of words and phrases used to describe planning and effectuation processes, with a specific focus on the “basis for taking action” (goal-oriented versus means-oriented) dimension (Dew, Read, Sarasvathy & Wiltbank, 2008). Individual codings were then compared to finalize the list of words and phrases that were used to textually analyze the rest of the interviews to capture the goal-oriented versus means-oriented approaches to entrepreneurial team formation.

Results and Implications

Preliminary results indicate that there is variation among academic entrepreneurs in their approach to forming their entrepreneurial teams. While some entrepreneurs follow predominantly planning or effectual processes, other entrepreneurs use these processes in combination. Moreover, results reveal some sub-categories within goal-oriented versus means-oriented dimension of planning and effectuation approaches. Finally, an entrepreneur’s previous start-up experience, resource availability, surrounding formal institutions, and stage of the technology seem to be important factors shaping these processes.

CONTACT: R. Isil Yavuz; yavuz002@umn.edu; (T): 612-625-9009; University of Minnesota, Minneapolis, MN 55455.