CHAPTER 6
Discussion and Conclusions
6.1 DISCUSSION AND CONCLUSIONS

This dissertation aimed to investigate how both rational and affective determinants drive new venture team outcomes. An overview of the relevant literature, as presented in the introduction chapter of this dissertation, revealed a number of important theoretical and methodological limitations that required further scholarly attention. I categorized these limitations into three distinct, but interrelated research themes and formulated three research questions as they relate to the three key relationships (see Figure 1.1). The objective of this concluding chapter is to demonstrate how the results of the four studies contribute to a better understanding of how new venture teams influence the performance of their ventures. To achieve this objective, I first discuss the main findings of this dissertation organized by research themes. I then explicate the theoretical implications of my work and propose several avenues for future research. Finally, drawing on the findings of this dissertation, I put forward several practical recommendations for new venture teams, venture capitalists, and incubator and accelerator programs.

6.2 MAIN RESEARCH FINDINGS ORGANIZED BY THEMES

In the following section I organize and elaborate on the key findings of the four chapters and outline how they relate to the three research themes that have been investigated in this thesis. Table 6.1 provides an overview of the main research findings, organized according to key research questions of this dissertation. The results outlined in column 1 of Table 6.1 confirm that new venture team affective inputs influence new venture outcomes. Column 2 of Table 6.1 shifts the focus to investigating when new venture team inputs influence new venture outcomes, and demonstrates that new venture team affective and rational inputs interact in predicting new venture outcomes. Lastly, column 3 of Table 6.1 reveals how new venture teams influence new venture outcomes through team processes. Overall then, the results presented in Table 6.1 provide integrative answer to the key research questions formulated in the introductory chapter of this thesis.
### Table 6.1 | Summary of the main findings organized by research theme

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<th>WHAT</th>
<th>WHEN</th>
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#### Research question

**WHAT**

- What is the nature of affective new venture team inputs and how do they influence new venture outcomes?

**WHEN**

- When do rational new venture team inputs promote or inhibit team process and new venture outcomes?

**HOW**

- How do affective and rational new venture team inputs influence new venture outcomes through team processes?

#### Key findings

**Ch.3**: Passion influences the experience of entrepreneurial burnout. While harmonious passion decreases burnout, obsessive passion increases burnout.

**Ch.4**: Team entrepreneurial passion contributes to strategic consensus and new venture performance, passion separation weakens this relationship.

**Ch.4**: Passion separation weakens the positive relationship between team human capital and strategic consensus.

**Ch.5**: NVT fear of failure negatively relates to team entrepreneurial passion and NVT effectiveness.

**Ch.2**: NVT prior knowledge and experience aid the development of NVT cognition.

**Ch.3**: Job fit is positively related to harmonious passion and the experience of entrepreneurial burnout.

**Ch.4**: NVT human capital is positively related to strategic consensus and new venture performance, passion separation weakens this relationship.

**Ch.5**: NVT prior start-up experience weakens the negative relationship between NVT fear of failure and team entrepreneurial passion.

**Ch.2**: Entrepreneurial team cognition arises from complex interactions among (cognitions) of individual members, and enables team members to identify and evaluate different opportunities towards attaining entrepreneurial outcomes.

**Ch.4**: Strategic consensus mediates the by passion separation moderated effects of team entrepreneurial passion and NVT team human capital on new venture performance.

**Ch.4**: Team entrepreneurial passion mediates the by NVT prior start-up experience moderated effect of NVT fear of failure on NVT effectiveness.
Theme I: NVT inputs: an affective perspective

The first question underlying this dissertation discussed the nature of new venture team affective inputs and their relation with new venture outcomes. A key finding of chapter 3 is that passion strongly influences the experience of entrepreneurial burnout. Distinguishing different types of passion, I specifically find that one’s perception of job fit is positively related to harmonious passion, which in turn negatively predicted burnout. Contrary, results showed that obsessive passion is positively related to burnout. This chapter thus demonstrates that the effects of passion are not straightforward and positive by default, but instead can be dysfunctional as well, depending on the type of passion that entrepreneurs experience. Hence, I recommend future research to take note of the various types of passion that exists (Ho & Pollack, 2014, Ho et al., 2011; Vallerand et al., 2003), and the unique manner in which they predict outcomes in the new venture context, particularly with respect to personal well-being. Next, chapter 4 explores how entrepreneurial passion merges to the team-level and how this team-level property affects new venture team performance. A key finding of this chapter is that team-level entrepreneurial passion is partly characterized by shared attributes and partly by dispersion attributes among group members. Consequently, I show that passion separation (i.e., dispersion in team member passion) interacts with team entrepreneurial passion in predicting strategic consensus and subsequent venture performance. Specifically, the results revealed that passion separation moderated the relationship between mean-level passion, in that the relationship becomes less strong under conditions of high passion separation. Similarly, passion separation moderated the relationship between team human capital and strategic consensus, in that the relationship becomes less strong under conditions of high passion separation. These findings thus confirm that next to mean-level passion, the configuration of passion in teams plays an important role in predicting positive or negative consequences of team entrepreneurial passion. Overall then, both the results of chapters 3 and 4 reveal the existence of a dark side of passion. Next, shifting the focus to negative affect, in chapter 5 I investigate the effects of new venture team fear of failure. I show that fear of failure in new venture teams negatively impacts team entrepreneurial passion and subsequent new venture team effectiveness. While fear of failure is mainly viewed as a psychological barrier for entrepreneurial action (e.g., Arenius & Minniti 2005; Martins 2004; Shinnar et al., 2012), with fear reducing exploitation (Welpe et al., 2012) and founding tendencies (Lerner & Keltner, 2001), more recently scholars have also suggested that failure can
trigger beneficial outcomes (Cope & Cave, 2008; Ucbasaran et al., 2013). Yet despite this innovative perspective, my empirical findings contradict this notion and instead confirm that new venture team fear of failure negatively relates to team entrepreneurial passion and subsequent new venture team effectiveness.

Summarizing, by empirically confirming the independent impact of both positive (i.e., entrepreneurial passion) and negative (i.e., fear of failure) affective determinants of new venture team outcomes, the results of this chapter complement the dominant rational perspective that prevails in existing new venture team research, opening up fruitful avenues for future research.

Theme II: NVT inputs: integrating an affective and rational perspective

The findings pertaining to the second research theme outline the specific conditions under which rational inputs promote or inhibit team process and performance. The key question underlying this theme derived from an extensive analysis of the literature, which has largely yielded inconsistent findings regarding the team human capital and new venture performance relationship. As a result of these inconsistent findings, I was particularly interested in examining rational determinants beyond its often-researched direct-effects, and instead investigated how new venture team rational and affective inputs interact in explaining new venture team outcomes. Following my analysis, the results demonstrated that affective and rational determinants interact in predicting new venture team outcomes. I will elaborate on the specific findings of these chapters explicating on this interaction below.

First, responding to numerous calls for a better understanding of cognition in new venture teams, the systematic review presented in chapter 2 provided the conceptual ground for defining the construct of entrepreneurial team cognition. Findings revealed that entrepreneurial team cognition refers to the sharing of content-related knowledge among team members, and that it implies a simultaneous engagement in thought processes among team members. I further conceptualize that entrepreneurial team cognition supports the alignment of different perspectives, and that feedback loops occur between the decision-making process and entrepreneurial team cognition. Particularly, the results of chapter 2 confirmed that entrepreneurial team cognition relates to three specific types of outcomes that have shown to be valuable in examining team effectiveness: a) the team’s production of a high-quality product, be it a physical product, a decision, a plan or other output; b) the team’s contribution to the wellbeing and growth of the team; and c) the continuing capability of members to work together
in the future (Hackman 1987; Hackman & Wageman 2005).

Chapter 3 focused on the entrepreneurs’ perception of job fit, referring to the extent to which one’s current job matches his or her ideal job (Burnette & Pollack, 2013). Employing a moderated mediation model, results showed that the entrepreneurs’ perception of job fit is positively related to the experience of harmonious passion, which subsequently negatively predicted entrepreneurial burnout. These findings thus illustrate that alignment between rational (i.e., job fit) and affective (i.e., harmonious passion), are important to consider in predicting entrepreneurial well-being. Next, chapter 4 focuses on prior experiences and shows that new venture team human capital contributes to strategic consensus and subsequent new venture performance. Yet results also confirmed that this relationship is less positive for new venture teams subject to high levels of passion separation. Passion separation thus counteracts the positive effects of new venture team human capital, again confirming the claim that affective and rational new venture team inputs interact in predicting new venture team outcomes. Chapter 5 focused on investigating the moderating role of new venture team prior start-up experience on the negative relationship between new venture team fear of failure and team entrepreneurial passion. Results confirmed that under conditions of high new venture team prior start-up experience, the relationship between new venture team fear of failure and team entrepreneurial passion becomes less negative. Accordingly, I conclude that new venture team prior start-up experience serves as a buffer mitigating the negative effects of new venture team fear of failure on new venture team effectiveness.

Taken together, the aforementioned results make important suggestions as to when new venture team rational inputs contribute to new venture outcomes. Specifically, these results consistently confirm that new venture team rational inputs interact with new venture team affective inputs in predicting new venture outcomes.

Theme III: NVT processes
The third question underlying this dissertation examined how new venture team inputs shape new venture outcomes, and particularly focused on new venture team processes underlying this relationship. This theme emerged from the observation that evidence explicating the relationship between new venture team inputs and outcomes remains mixed. In an effort to reconcile these mixed findings, chapters 2, 4, and 5 of the present dissertation expound on the processes through which new venture teams can leverage their inputs into optimal performance.
A main finding of chapter 2 is that the concept of entrepreneurial team cognition plays a crucial mediating role in linking new venture team inputs to successful new venture team outcomes. By carrying out a systematic review of over 20 years of entrepreneurial cognition research, I developed a conceptual model depicting how the concept of entrepreneurial cognition emerges and functions at the team-level. The key contribution of this study is the development of a solid conceptualization comprising the boundary conditions of entrepreneurial team cognition. Specifically, I define entrepreneurial team cognition as an emergent state, that refers to the manner in which knowledge is mentally organized, represented and distributed within the team and allows entrepreneurial team members to approach problem-solving and make assessments, judgments or decisions concerned with milestones and outcomes relevant to the entrepreneurial process, such as identifying and evaluating different opportunities, or defining and implementing launch and growth strategies towards attaining entrepreneurial outcomes. I further show that entrepreneurial team cognition is embedded in various teamwork processes (i.e., interpersonal processes that pertain to the interaction between team members) and taskwork processes (i.e., processes pertaining to taskwork describe functions that individuals must perform to accomplish a team’s task) that enable team members to identify and evaluate different opportunities towards attaining entrepreneurial outcomes. With this comprehensive definition I add to the limited understanding on entrepreneurial team cognition and provide some important avenues for future research.

Next, in chapters 4 and 5 I move from the study of causes to conditions (Hackman, 2012), by examining conditional indirect effect models (i.e., moderated mediations), to determine both how and when new venture team characteristics influence new venture performance. A key result of chapter 4 is that strategic consensus mediates the by passion separation moderated effects of team human capital and team entrepreneurial passion on new venture performance. In chapter 5 I find that team entrepreneurial passion mediates the by new venture team prior start-up experience moderated effect of new venture team fear of failure on team effectiveness. Taken together, with these findings presented in chapters 2, 4, and 5 I move beyond the scholarly “black box” concern surrounding the sole study of main effects in new venture team research (Klotz et al., 2014: 248).
6.3 THEORETICAL IMPLICATIONS AND FUTURE RESEARCH

In the following section I will explore some of the broader theoretical implications of the four studies presented in this thesis. These issues are not limited to a specific research theme, but instead emerged from an overall reflection of the research findings.

The double edged sword of passionate entrepreneurs

In 2009, Cardon and colleagues concluded that “scholars view passion as important but are unclear on what it actually is” (2009: 512). And while theory on entrepreneurial passion has greatly advanced since 2009, our understanding of the potential negative consequences of passion remains rather limited (for exceptions see Cardon et al., 2016; Drnovsek et al., 2009; Ho & Pollack, 2014). The findings of this thesis highlight some interesting directions for future theorizing about relationships and phenomena surrounding entrepreneurial passion. In particular, the findings presented in chapters 3 and 4 reveal that passion can be dysfunctional as well. This dark side of passion demonstrated itself in two separate forms: 1) the type of passion (i.e., harmonious versus obsessive passion), and 2) the property of team-level passion (i.e., mean-level versus dispersion-levels of passion). I will expand on these negative effects of both of these forms of passion below.

First, chapter 3 revealed that entrepreneurs experiencing passion in an obsessive manner are more prone to suffer from burnout compared to those who experience passion in a harmonious manner. In other words, contrary to entrepreneurs that feel like their work is a passion they still manage to control, entrepreneurs that are obsessively passionate with their work have a tough time controlling the need to work for their venture. Their mood strongly depends on the entrepreneurs’ ability to do their job and their mood also heavily depends on their ability to work. Moreover, given that obsessively passionate entrepreneurs have difficulty to imagine their life without their work, they are expected to be extremely vulnerable to changes with respect to their work environment. However, theory development on obsessive passion has not very much advanced (for an exception see Ho & Pollack, 2014), and we know fairly little about this “dark side” of passion that can affect one’s financial, career, social and family life, psychic risk-taking (Kuratko, 2007), or injury (Rip, Fortin, & Vallerand, 2006). Future work should take into account the distinction that exists in the type of passion that entrepreneurs potentially experience and how these distinct types of passion influences entrepreneurial outcomes in unique manners.
Second, chapter 4 revealed how dispersion-levels in new venture team-level passion (i.e., passion separation) leads to negative consequences for team processes and venture performance. Specifically, the results highlight that passion separation weakens the positive effects of team entrepreneurial passion on strategic consensus. Similarly, passion separation weakens the positive relationship between new venture team human capital and strategic consensus. The confirmation that passion separation in new venture teams leads to dysfunctional outcomes raises a number of unexplored avenues for future research. A first issue pertains to the question of how passion dispersion in new venture teams emerges at all? For example, to what extent does team entrepreneurial passion influences new venture team members’ individual passion, which in turn shapes passion diversity? Another important question entails to what happens when new venture team members enter or exit the team. As the configuration of individual passions may differ from the configuration prior to the team change, and passion intensity separation between remaining team members could be altered or reduced. By empirically demonstrating how dispersion-levels of passion influence important team-level outcomes, our results suggest that more complex theoretical models of team-level passion are needed to truly understand how team-level passion may lead to negative entrepreneurial outcomes.

**Venture capital and angel investment criteria**

Another question raised in this dissertation involves the role of evaluation criteria employed by informal and formal investors. While not directly addressed, chapters 4 and 5 both connect new venture team characteristics to the evaluation criteria of external raters, in this case venture capitalists. An interesting question deriving from these studies is how investors could formulate structured key criteria when evaluating whether teams are considered for funding. Surprisingly, while the notion that passion is hugely important in persuasion processes is widely accepted in the popular press, theoretical and empirical work on the effects of emotions and affect in investment due diligence processes is scarce, and the majority of the work that does outline investment behavior is targeted to angel investors (e.g., Chen et al., 2009; Maxwell, Jeffrey, & Levesque, 2011; Mitteness, Sudek, & Cardon, 2012). The few studies that do include emotions and heuristics in their research models demonstrate intriguing findings. For example, Mitteness and colleagues observe a positive relationship between perceived passion and the evaluation of funding potential. Moreover, the results show that this relationship is even stronger for investors that are older, have an open personality, whom are intuitive, and that favor mentoring entrepreneurs. These findings thus show that
there are specific investor characteristics that can make them more or less favorable to invest in a particular start-up. Also integrating the role of cognitions and feelings into the investment process, Maxwell et al. (2011) observe that angel investors use a “shortcut decision making heuristic known as elimination-by-aspects”, in order to create a more sizable assessment of investment opportunities. In other words, when investors encounter a fatal flaw in an investment opportunity, it is rejected at the first stage (Maxwell et al., 2011).

Yet besides these examples, the work on venture capitalists’ evaluation criteria predominantly focuses on the financial status of new ventures. For example, findings of a study from Hall and Hofer (1993) demonstrated that venture capitalists screen and assess business proposals extremely fast, with an average proposal evaluation time of 21 minutes. The authors distinguish several key evaluation criteria, such as the venture’s lending proposal, the long term growth and revenue of the industry the venture operated in, and the referrals that passed along the business plan. Surprisingly however, findings showed that venture capitalists spend little or no time on evaluating the proposed strategy or the new venture team. More recent work has identified the team’s social capital, the ownership of patents, and human capital as important investment criteria employed by venture capitalists (Baum & Silverman, 2004).

In practice, a lot has changed in the area of venture capital decision-making processes in the last decade. While the financial figures about the business are still important, the attention of formal and informal investors has made a shift towards carefully evaluating the role of the entrepreneurial team (the Economist, 2015). Take Y Combinator, an American start-up fund founded in March 2005, which is entitled the world’s most powerful start-up incubator. The list of extremely successful new venture teams is endless, with Dropbox, Airbnb, and Reddit in the top. Based upon an extensive assessment of the new venture team, Y Combinator selects two batches of companies per year. According to their philosophy, the product and strategy will change over the years, but the team needs to be capable of keeping up with these changes, thus explicating a strong focus on team composition. The founders of Y Combinator further proclaim that “teams thrown together for the purpose of starting a startup usually fall apart under stress. You need some kind of personal connection.” Indeed, investors repeatedly speak about “a click” or “chemistry” with the prospective team before engaging in negotiation processes. Y Combinator just raised a $700 million venture capital fund in September 2015 to expand its ownership stakes in the most successful new venture teams, transforming the start-up accelerator into a serious late-stage investor (Wall Street
Journal, 2015). Yet regardless of this shift in perspective on how investors evaluate new ventures teams in the practical context, the scholarly debate still falls short on systematic research into venture capital decision-making processes. A notable exception is the study of Elsbach and Kramer (2003), which found direct evidence supporting the view that venture capitalists consider entrepreneurial passion in their due diligence processes. Their findings specifically demonstrated that venture capitalists associated passion with creativity and innovation, and therefore was considered to be important.

Evidently, part of the reasons for this lack of research on due diligence processes and selection criteria is the discretion in which investors prefer to do their job, making it very hard to collect data on this topic. Yet despite this difficulty to design studies in the investment context, with the findings put forward in this dissertation, I hope to encourage future work to more systematically investigate the benefits of data driven due-diligence, combining both rational and affective new venture team inputs.

**Emotions as the driver of entrepreneurial action**

Entrepreneurship requires action, in the form of entering new markets, developing new products or services, or through the creation of new ventures (McMullen & Shepherd, 2006). An important question in the entrepreneurship literature therefore entails what drives entrepreneurial action. Defining entrepreneurial action as the engagement in new venture team processes or venture development, across three empirical studies, the findings of this thesis consistently show that entrepreneurial emotions are a central driver of entrepreneurial action. In other words, the chapters of this thesis confirm that emotions have a direct influence on entrepreneurial behavior (e.g., Russell, 2003). Chapter 3, for example, showed that obsessive passion severely impedes entrepreneurial well-being. Similarly, chapter 4 exposed that team entrepreneurial passion results in improved team processes and subsequent venture outcomes. Finally, chapter 5 sheds light on the impact of negative emotions on entrepreneurial motivation and team effectiveness.

I therefore suggest that entrepreneurs and new venture team members act upon their entrepreneurial emotions to incentivize entrepreneurial action. This conclusion complements the perspective that McMullen and Shepherd put forward in their AMR 2006 article, in which they state that action involves knowledge as it relates to the amount of perceived uncertainty (i.e., fear of failure) and motivation to overcome that uncertainty (i.e., entrepreneurial passion). And while McMullen and Shepherd specifically theorize about entrepreneurial action as the decision to start a venture, I...
move beyond this notion and show how affect influences the engagement in action after the start of the venture. Particularly chapter 5 broached upon this latter issue by demonstrating that new venture team member fear of failure and the uncertainty associated with this emotion reduces team effectiveness. Results further showed that prior team start-up experience can mitigate the negative effects of fear of failure, suggesting that entrepreneurs can indeed learn how to cope with uncertainty, which in turn stirs entrepreneurial action. Recognizing that action is central to a vast number of entrepreneurship theories, the findings of this thesis thus also have a broader implication for the development of future entrepreneurship theories.

Specifically, I recommend future research to consider the role of these entrepreneurial emotions in developing theory on entrepreneurial action, such as opportunity evaluation, discovery, and business failure. Questions that should be raised within this debate are for example, when do emotions fail to incentive entrepreneurial action? Can we distill specific emotions that prevent entrepreneurs from entrepreneurial action, other than uncertainty? Can knowledge and experience contribute to the functioning of entrepreneurial emotions? And are entrepreneurs able to learn from the experience of their emotions to stimulate action?
Figure 6.1 | Overview of tested models per chapter
6.4 PRACTICAL IMPLICATIONS

This dissertation has several practical implications for entrepreneurs, their advisors, and investors. First, entrepreneurs should carefully select their business partner based upon complementary and similar entrepreneurial characteristics, since the composition of the new venture team determines both team and venture performance. I specifically recommend entrepreneurs to not solely focus on the intuitively important characteristics, such as skills, experience, and specific expertise, but to also evaluate a potential partners’ motivation for joining the team, passion for specific entrepreneurial activities, and vision for the future of the venture. Specifically, entrepreneurs should acknowledge that employee perceptions of passion influences employee commitment to the organization, that passion diversity in teams can be problematic, and that entrepreneurs who are obsessively passionate are more vulnerable to problems with their well-being. Moreover, the results of this study revealed that passion does not only lead to positive outcomes, but can be dysfunctional as well. By showing that entrepreneurs, who are obsessively passionate about their work, are more likely to experience burnout, entrepreneurs are thus advised to take the time to reflect on their intrinsic motivation for spending many hours in the venture. Questions that entrepreneurs should ask themselves are “can I live without my work”, “do I have obsessive feelings for my work? or “do I have a tough time controlling my need to do my work?” My findings further show that, while in general stronger team entrepreneurial passion is beneficial, passion diversity among team members can lead to negative consequences. Meaning that the negative effects of passion diversity can be so strong that they weaken the positive effects of overall passion and team experience. Entrepreneurs are thus advised to carefully reflect upon the entrepreneurial activities that they are more or less passionate about, and to share these feelings with their team members.

Next, considering that new venture teams experiencing fear of failure are less effective, entrepreneurs are advised to develop coping mechanisms to deal with these negative feelings. Similarly, investors and potential contributors to the team are advised to be aware of the detrimental impact that fear of failure can have on new venture team effectiveness. Regardless of how great a new product or service might be, if the team is not capable of leveraging its effectiveness, this is likely to be reflected in the future financial performance of the venture. The results of my thesis further confirm that individual resources are not valuable by itself, but rather gain their value through the function of several team process, such as entrepreneurial team cognition, and strategic consensus.
Hence, entrepreneurs should be aware of the importance to integrate their knowledge and skills through these types of team processes in order to optimize performance.

Finally, my findings also identify practical implications for investors and other partners for the venture. Most important, my results stress that venture capitalists and angel investors should not only assess individual entrepreneurial characteristics, but should rather evaluate the team as a whole when carrying out team due diligence. Additionally, my dissertation encourages entrepreneurial support programs, such as incubators and accelerators to focus on the emotional and affective factors and can influence entrepreneurial success or failure. Although existing research has overly addressed the role that incubators can play in supporting and promoting entrepreneurs with advice and support to overcome the typical liabilities of newness (e.g., Bruneel, Ratinho, Clarysse, & Groen, 2013; Marlow McAdam, 2011), what is lacking is how these programs can offer the type of advice and support should that goes beyond the traditional content-focused lectures about business models and balance sheets. Given that my findings confirm that affective diversity can counteract the positive effects of the teams’ knowledge and skills in that it decreases venture performance, new venture teams should be made aware of the emotional difficulties teams are subject to. I therefore suggest that incubator programs to not only offer content-related mentoring and advice, but to also support new venture teams in leveraging their affective and emotional self-reflection.

6.5 CONCLUDING REMARKS

New venture teams are a key driver of new venture performance. By demonstrating that relationships between new venture team affective inputs, rational inputs, and processes influence new venture outcomes in an unique manner, this dissertation highlights the value of employing an affect-based perspective in investigating new venture teams. The four studies comprised in this dissertation propose that new venture teams can optimize new venture outcomes in a variety of ways, and that, depending on contingencies, different compositions of new venture team inputs are preferred.
Table 6.2 | Recommendations for practitioners

Recommendations for new venture teams

- Select potential new venture team members based upon both their rational and affective profile
- Encourage harmonious passion among new venture team members as opposed to obsessive passion
- Consider the possible negative effects of passion diversity in teams
- Facilitate the development of strategic consensus in the team to optimize performance outcomes

Recommendations for venture capitalists, angel investors and accelerator/incubator programs

- Perform due diligence on the new venture team-level, as opposed to assessing individual characteristics of entrepreneurs
- Broaden the scope of their due diligence in terms of content that is evaluated. That is, not only should they assess the financial performance of a potential portfolio company, but they should also structurally evaluate complementarities and similarities in rational and affective team member characteristics
- Invest in offering the type of advice and support should that goes beyond the traditional content-focused lectures about business models and balance sheets. Instead, new venture teams should learn how to cope with the consequences of affective diversity, differences in strategic vision, and feelings of uncertainty