



ELSEVIER

Contents lists available at ScienceDirect

Journal of Business Venturing Insights

journal homepage: www.elsevier.com/locate/jbvi

How does heterogeneity in experience influence the performance of nascent venture teams?: Insights from the US PSED II study

Dorina Thiess^{a,*}, Charlotta Sirén^b, Dietmar Grichnik^a^a University of St. Gallen, Center for Entrepreneurship, Institute of Technology Management, Dufourstrasse 40a, CH-9000 St. Gallen, Switzerland^b University of St. Gallen, Global Center for Entrepreneurship & Innovation, Institute of Technology Management, Dufourstrasse 40a, CH-9000 St. Gallen, Switzerland

ARTICLE INFO

Article history:

Received 11 November 2015

Received in revised form

27 March 2016

Accepted 1 April 2016

Keywords:

Nascent entrepreneurship

Venture teams

Heterogeneity

Experience

PSED II

ABSTRACT

Experience is a critical factor in the success of nascent venture teams. However, homogeneous experience levels within teams may have drawbacks. This study focuses upon the performance effects of heterogeneities in experience type – management, industry, and start-up experience – for nascent venture teams. Using the representative US-based PSED II dataset including 519 nascent venture teams, we find that balanced experience types (heterogeneities in management and start-up experience) among nascent venture team members led to increased early-stage performance (measured as the expected revenue after the first operational year and the progress in terms of entrepreneurial activities pursued within the first five years of operation).

© 2016 Published by Elsevier Inc.

1. Introduction

Human capital is of the utmost importance for the creation of ventures (Becker, 1962; Dencker et al., 2009; Wright et al., 1994). However, a complete set of knowledge and skills is rarely present within a single individual, and most entrepreneurs establish teams around them (Brannon et al., 2013; Brinckmann and Hoegl, 2011; Schjoedt et al., 2013). In teams, capitalizing on collective knowledge and insights enhances the likelihood of success (Beckman et al., 2007), but teams comprising only highly experienced individuals may also encounter barriers (Groysberg et al., 2011; Shepherd et al., 2003) such as “cognitive lock-in” (Gargiulo and Benassi, 2000, p. 186), which may lead to less innovative output (Wilson et al., 2013) and entrepreneurial activity (Adler and Kwon, 2002).

Using data other than the PSED and concentrating on the founding teams of already established new firms, prior studies have found that broader team experience (i.e., different fields or different environments in which prior experience was collected) leads to increased identification of market opportunities (Gruber et al., 2013), increased ability to attract venture capital and increased ability to complete an IPO (Beckman et al., 2007). Although breadth of experience is important, Watson et al. (2003) noted also that depth of experience (i.e., specialization in a particular task) is a critical advantage for new venture teams. Most entrepreneurship studies utilizing the PSED and related panel study data have focused on individual entrepreneurs, with only a handful addressing nascent venture teams,¹ and they have concentrated mainly on the

* Corresponding author.

E-mail addresses: dorina.thiess@unisg.ch (D. Thiess), charlotta.siren@unisg.ch (C. Sirén), dietmar.grichnik@unisg.ch (D. Grichnik).¹ The lead author reviewed all articles utilizing the various PSED datasets that are listed in the PSED bibliography online (<http://www.psed.isr.umich>).

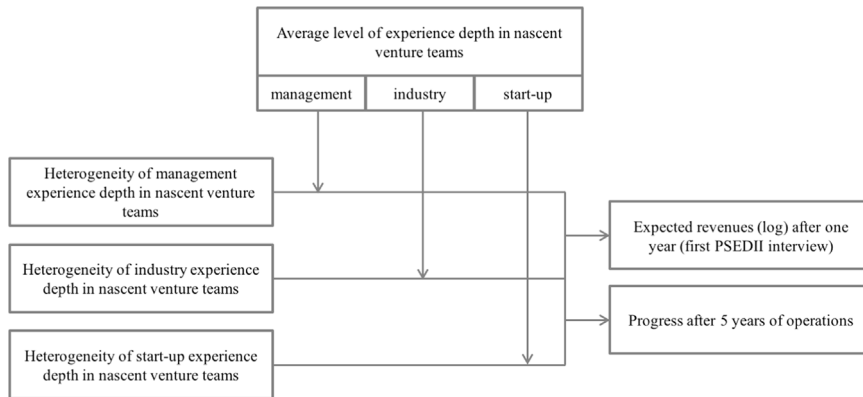


Fig. 1. Research model.

mechanisms that affect team composition (Kim and Aldrich, 2005; Ruef et al., 2003), such as homophily (i.e., the attraction between individuals with shared characteristics such as gender and ethnicity). The question “how does the distribution of experience among team members influence their venture performance once the team has been formed” remains unanswered.

In this study, we focused on the experience distributions of the nascent founding teams and how these distribution properties affected nascent venture performance. We concentrated on heterogeneities in experience depth by examining three experience dimensions—management, industry, and start-up experience—and we expected that balanced levels of heterogeneities in experience among nascent venture team members would have positive performance benefits (measured as the expected revenue after the first operational year of the business and progress in terms of the entrepreneurial activities pursued within the first five years of venture operation). For the very early phase of venture creation, when financial performance data is typically absent, the firms’ expected success was evaluated by their founders and their progress in entrepreneurial activities, which have been shown to be valid proxies for nascent venture performance (Brush and Vanderwerf, 1992; Gartner, 2004; Kim et al., 2015; Lichtenstein et al., 2007). We believe that, in nascent venture teams, heterogeneities in experience would provide flexibility in resources, such as information, which would enable ventures to better adapt to changing conditions (Kim and Aldrich, 2005) and, therefore, increases performance. Further, to understand how heterogeneities in experience affected performance across low and high levels of average team experience, we conducted a series of interaction analyses with the average levels of experience. The research model is depicted in Fig. 1.

2. Methods and data

The Panel Study of Entrepreneurial Dynamics II (PSED II), a representative longitudinal dataset of nascent ventures in the United States, was used to test the research model. Of the 31,845 individuals who were surveyed, 1214 were identified as entrepreneurs, who then took part in yearly phone interviews from 2005/2006 until 2010/2011 (Reynolds and Curtin, 2007). The unit of analysis in this study was the nascent venture team. If the respondent indicated others who would share ownership in the venture, they were asked to identify up to five members who would have the highest level of ownership ($n=475$ for expected revenues and $n=519$ for venture progress). Study variables are reported in Appendix A.

3. Results

Table 1 reports descriptive statistics and correlations, and Table 2 reports the results of the hierarchical regression. All VIFs were below the acceptable limit of 5 (O’Brien, 2007); the highest model VIF was 1.84, confirming that multicollinearity did not influence the results. Robust standard errors clustered by industries were applied in all regressions. Models 1 and 4 report the effects of control variables on performance. Models 2 and 5 introduce the direct effects of the heterogeneity indices on performance and show that management experience heterogeneity (Model 2: $\beta=.026$; $p<.05$; Model 5: $\beta=.222$; $p<.01$) and start-up experience heterogeneity (Model 2: $\beta=.258$; $p<.01$; Model 5: $\beta=.671$; $p<.001$) were positively related to performance, while industry experience heterogeneity was not significant in either model (Model 2: $\beta=.027$; $p=ns$; Model 5: $\beta=.005$; $p=ns$).

In Models 3 and 6, we incorporated average levels of management, industry, and start-up experience as moderating variables for the heterogeneity and performance indices to establish whether heterogeneity was dependent upon the average level of experience within the team. Through this analysis, we

(footnote continued)

edu/psed/documentation), a total of 154 articles. Of those articles nine focused on nascent venture teams of which five concentrated on human capital aspects within the teams (Delmar and Shane, 2006; Hopp and Sonderegger, 2015; Muñoz-Bullon et al., 2015; Samuelsson and Davidsson, 2009; Yang and Aldrich, 2014). All of the five studies concentrated on the average level of human capital within the team by treating experience as an average of individual level experiences.

Table 1
Descriptive Statistics and Pearson Correlations.

Variables	Mean	SD	Min	Max	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
1 Expected revenues (log)	10.83	1.93	4.61	18.42															
2 Progress in 5 years	14.09	7.42	.00	29.00	.215 ^{***}														
3 Heterogeneity in management exp.	6.42	6.26	.00	33.94	.156 ^{**}	.205 ^{***}													
4 Heterogeneity in industry exp.	6.24	7.08	.00	34.07	.157 ^{**}	.081	.286 ^{***}												
5 Heterogeneity in start-up exp.	.85	1.50	.00	16.97	.261 ^{***}	.185 ^{***}	.253 ^{***}	.195 ^{***}											
6 Average management exp.	10.23	7.98	.00	42.50	.148 ^{**}	.180 ^{***}	.518 ^{***}	.321 ^{***}	.334 ^{***}										
7 Average industry exp.	7.74	8.06	.00	47.00	.154 ^{**}	.109 ^{**}	.249 ^{***}	.630 ^{***}	.116 [*]	.372 ^{***}									
8 Average start-up exp.	.98	1.33	.00	13.00	.212 ^{***}	.184 ^{***}	.224 ^{***}	.151 ^{**}	.736 ^{***}	.456 ^{***}	.150 ^{**}								
9 Team size	2.79	4.43	2.00	95.00	.081	.025	.031	.040	.078	.034	-.002	.012							
10 Share of females on the team	.73	.51	.00	3.00	-.197 ^{***}	-.035	-.023	-.020	-.073	.038	-.094 [*]	-.074	-.063						
11 Average age of the team	42.81	11.42	18.50	80.00	.054	.058	.471 ^{***}	.300 ^{***}	.197 ^{***}	.681 ^{***}	.324 ^{***}	.323 ^{***}	.023	.088					
12 Heterogeneity in education	1.08	1.08	.00	4.95	.062	.000	.146 ^{**}	.111 [*]	.118 [*]	.145 ^{**}	.029	.154 ^{**}	-.003	-.020	.084				
13 Changes in the team	.06	.23	.00	1.00	.057	.117 [*]	.070	.014	.048	.024	.072	.034	-.001	-.071	-.067	.093 [*]			
14 Task fulfillment of the team	.77	.26	.00	1.00	-.042	-.081	-.052	-.047	-.078	-.043	-.041	-.025	-.232 ^{**}	.105 [*]	.005	.025	.006		

* p < .05.

** p < .01.

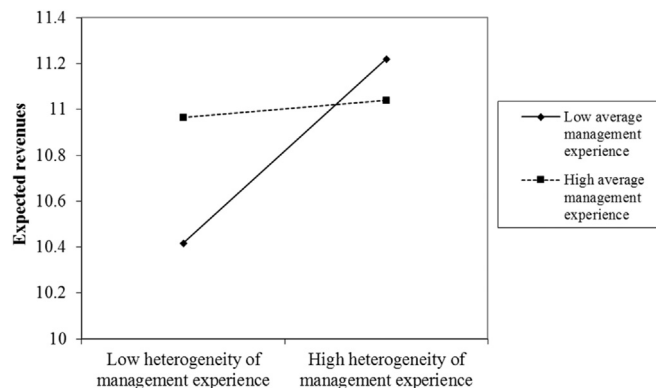
*** p < .001 two-tailed tests.

Table 2

Results of hierarchical regression analyses.

	Expected revenues in first 12 month of operation						Venture progress in 5 years					
	Model 1		Model 2		Model 3		Model 4		Model 5		Model 6	
	β	SE	β	SE	β	SE	β	SE	β	SE	β	SE
Constant	10.704***	.490	10.858***	.537	10.920***	.602	13.569***	1.788	14.487***	1.680	15.786***	1.834
<i>Controls</i>												
Team size	.028	.031	.022	.021	.023	.021	.023	.061	.013	.038	.009	.034
Share of females on the team	-.733**	.174	-.644**	.167	-.588**	.166	-.224	.540	.019	.492	.198	.467
Average age of the team	.011 ^a	.007	-.007	.007	-.018	.011	.049	.046	-.026	.042	-.101 ^a	.055
Heterogeneity in education	.086	.059	.021	.050	.012	.047	-.058	.226	-.249	.242	-.380 ^a	.211
Task fulfillment of the team	-.060	.297	.093	.301	.231	.307	-2.135*	.878	-1.632	1.067	-1.176	1.176
Changes in the team	.358	.278	.193	.329	.292	.313	3.596 ^a	1.996	2.899	1.944	3.185 ^a	1.675
<i>Independent variables</i>												
Heterogeneity of management exp.			.026*	.012	.035*	.012			.222**	.061	.257***	.056
Heterogeneity of industry exp.			.027	.016	.015	.016			.005	.051	.029	.060
Heterogeneity of start-up exp.			.258***	.077	.326***	.079			.671***	.146	.459	.308
Average management exp.					.012	.014					.130*	.055
Average industry exp.					.018	.011					.034	.037
Average start-up exp.					.065	.118					.536	.403
<i>Interactions</i>												
Heterogeneity \times Average management exp.					-.182**	.058					-.707 ^a	.384
Heterogeneity \times Average industry exp.					.020	.128					-.709	.449
Heterogeneity \times Average start-up exp.					-.061*	.024					-.129*	.059
R^2	.053		.121		.140		.025		.075		.113	
ΔR^2			.068***		.019**				.050***		.038**	
Model F-statistics	13.53***		7.75***		1225.65***		2.74 ^a		30.49***		4340.37***	
N	475						519					

Note. Huber-White sandwich robust standard errors clustered by industries.

Significances after ΔR^2 are from a Wald linear restriction test.^a $p < .10$.* $p < .05$.** $p < .01$.*** $p < .001$ (two-tailed tests).**Fig. 2.** Interaction of average and heterogeneity of management experience on expected revenues.

could differentiate between heterogeneous and homogeneous team constellations separately from their overall higher or lower levels of experience. The results from Model 3 showed that management experience heterogeneity ($\beta = -.182$; $p < .01$) and start-up experience heterogeneity ($\beta = -.061$; $p < .05$) interacted with the average on expected revenues. Fig. 2 shows that increasing management experience heterogeneity resulted in increasing expected

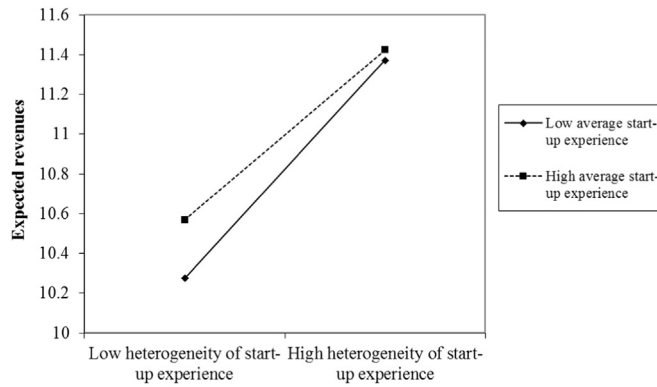


Fig. 3. Interaction of average and heterogeneity of startup experience on expected revenues.

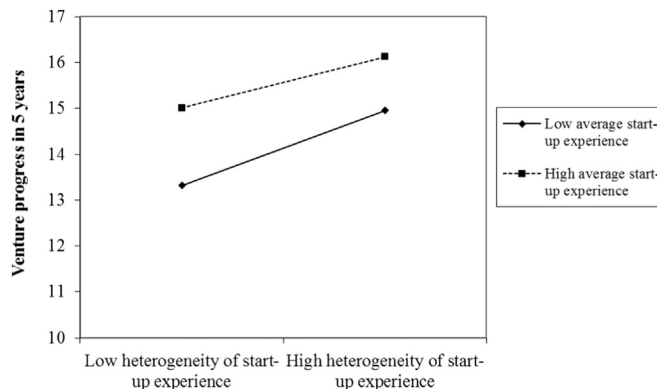


Fig. 4. Interaction of average and heterogeneity of management experience on venture progress.

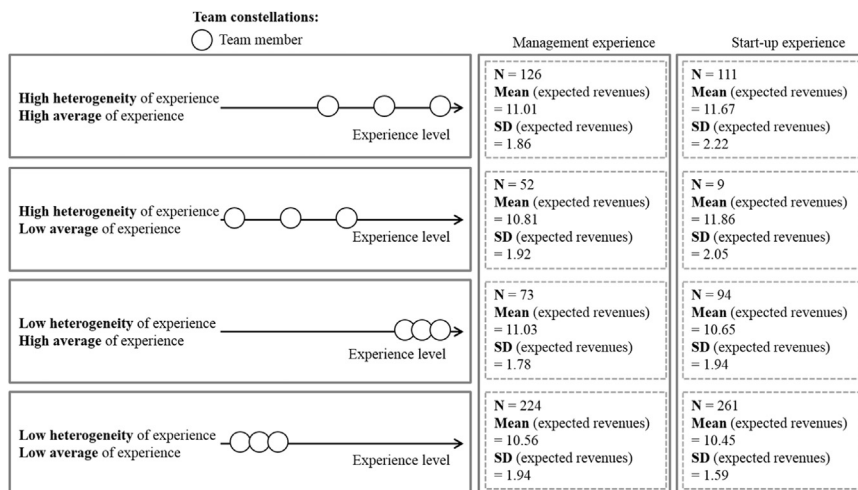


Fig. 5. Team constellations illustrating differences among teams in levels of heterogeneities of experience for different levels of average team experience across nascent venture teams.

revenues, especially for teams with low average management experience. Model 6 showed that start-up experience heterogeneity had a significant interaction effect with the average start-up experience ($\beta = -.129; p < .05$) for venture progress and that management experience heterogeneity showed a marginally significant interaction effect with the average management experience ($\beta = -.707; p < .10$). Figs. 3 and 4 show that increasing heterogeneity in startup-experience was beneficial for teams with both low and high levels of average start-up experience compared with homogeneous team experience levels. To further illustrate the differences between heterogeneities in experience for different levels of average team experience, we provide descriptive

statistics for different team constellations in Fig. 5.

As post-hoc analyses, we changed the time windows for the progress variables in Models 4–6 to three years, and the results remained the same. We also tested the effects of heterogeneities in venture team experience as to whether the venture received external funding in the first two years of operations ($n=519$) (Hoy et al., 1992). The results showed that management experience heterogeneity ($\beta=.039$; $p=.058$) was positively, although marginally, associated with receiving external funding and that management experience heterogeneity exhibited a marginally significant interaction with average management experience ($\beta=.048$; $p=.084$).

4. Discussion

Our results concerning management and start-up experience heterogeneities demonstrated that venture teams comprising only inexperienced members or only highly experienced founders seemed to be inefficient with regards to expected revenue and the progress of the venture. More specifically, even when heterogeneous teams had an overall low average level of management or start-up experience, they often outperformed those comprising only experienced team members. Furthermore, teams with lower levels of average management or start-up experience benefited from heterogeneous distributions of experience the most. One explanation for these results is that diversification of experience levels enabled team members to escape their own “knowledge corridors” (Gruber et al., 2013, p. 280), broadening the cumulative knowledge set of the team and thereby enabling more innovative insights and market responses, which ultimately resulted in improved venture performance. An accumulation of homogenous experience may also foster the use of mental shortcuts such as overgeneralization, and decreased engagement in counterfactual thinking (imagining alternative outcomes for past events) that assist in formulating more effective market responses (Baron, 1998, 2000; Shepherd et al., 2003). Thus, nascent venture teams with only experienced team members may fail to extract important insights from entrepreneurial action because team members become increasingly trapped in prevailing ways of thinking.

The non-significance of the heterogeneity of industry experience was an unexpected result in our investigation. At individual level, the study by Dimov (2010) showed that results for industry experience were different from those for start-up experience. Nascent entrepreneur's industry experience had a positive effect on venture emergence but start-up experience did not (Dimov, 2010). We hereby conclude that although industry experience is beneficial at the individual level, heterogeneity of industry experience levels may not yield positive outcomes in nascent venture teams and that industry experience differs from other forms of human capital. Industry experience is domain specific and limited in its scope of application (Dimov, 2010). Nascent venture teams with varied levels of industry experience depth may not be able to benefit from heterogeneity because the knowledge structures and cognitive representations of problems in particular domain differ between industry experts and novices (Dimov, 2007). These differences may lead to difficulties in information exchange between experienced and less experienced partners and implementation of substantial changes because individuals perceive and evaluate opportunities differently (Walsh, 1988). The different implications of the benefits of industry experience on an individual and on a team level have theoretical and practical implications that should be investigated in more detail in future studies.

The present study provides also several other insights for future studies. First, this study is the first to suggest how the experience distributions of nascent founding teams affect their nascent venture performance, utilizing the PSED dataset. As such, this study showed the relevance of distinguishing between average and heterogeneous levels of experience in future nascent venture team studies. Second, it supports suggestions that balanced levels of experience in management teams (Kor, 2003) are ideal, with only single individual at the top end of the experience hierarchy, instead of the entire team (Groysberg et al., 2011). Third, the results suggest that the different types of experience heterogeneity play different roles in the success of nascent venture teams. Thus, further studies should distinguish between the heterogeneity dimensions and analyze the effects separately. Finally, our study does not allow us to draw any definite conclusions about the intra-team decision-making processes through which heterogeneity of experience affects new venture performance. Thus, future research should continue to develop our understanding of these processes.

Appendix A. Study variables

Independent variables	
Heterogeneity indices	The heterogeneity indices were calculated with the Euclidean distance function (Newbert et al., 2013)
Average indices	The average of experience depth was calculated through the sum of all experience depth levels of the team members divided by the number of team members.
Management experience	For how many years, if any, have you had managerial, supervisory, or administrative responsibilities? [in years]
Industry experience	How many years of work experience have you had in the industry where this (new) business will compete? [in years]
Start-up experience	How many other businesses have you helped to start as an owner or part-owner? [in number of businesses]

Dependent variables

Expected revenues in first 12 months of operations	The logarithmic value of the indicated expected revenues: “what is the total revenue or income expected in the first twelve months of operation?” in wave A of PSEDII (Brush and Vanderwerf, 1992; Gartner, 2004)
Venture progress in 5 years	Each year, the interviewee had to indicate the starting date of each of 29 entrepreneurial activities. The first activity was taken as the starting point for venture creation and marked the beginning of a five-year timeframe within which all further activities that were executed were counted (Kim et al., 2015; Lichtenstein et al., 2007)

Control variables

Team size	In addition to the 2–5 team members that were investigated deeply within this analysis and were included in the independent variable calculations, the interviewee had to indicate how many owners in total would share ownership on the venture.
Share of females within the team	Number of females in the team divided by the number of all team members
Average age of the team	Sum of age of all team members divided by the number of all team members
Heterogeneity of education within the team	What is the highest level of education you have competed? <ul style="list-style-type: none"> – Up to eighth grade – Some high school – High school degree – Technical or vocational degree – Some college <ul style="list-style-type: none"> – Community college degree – Bachelor’s degree – Some graduate training – Master’s degree – Law, MD, PHD, EDD
Changes in the teams	Dummy variable for any changes in the team across all investigation waves of the PSEDII.
Task fulfillment in the team	The interviewee had to indicate the primary role of each team member: <ul style="list-style-type: none"> – General management; “everything” – Sales/marketing/customer service – Finance/accounting – Technical/research/science/engineering – Manufacturing/operations – Administration/human resource management We divided the number of roles covered within the teams by the team size to implement the task fulfillment structure within the team.

References

- Adler, P.S., Kwon, S.-W., 2002. Social capital: prospects for a new concept. *Acad. Manag. Rev.* 27 (1), 17–40. <http://dx.doi.org/10.5465/AMR.2002.5922314>.
- Baron, R.A., 1998. Cognitive mechanisms in entrepreneurship: why and when entrepreneurs think differently than other people. *J. Bus. Ventur.* 13 (4), 275–294.
- Baron, R.A., 2000. Counterfactual thinking and venture formation: the potential effects of thinking about “what might have been”. *J. Bus. Ventur.* 15 (1), 79–91.
- Becker, G.S., 1962. Investment in human capital: a theoretical analysis. *J. Polit. Econ.* 70 (5), 9–49. <http://dx.doi.org/10.2307/1829103>.
- Beckman, C.M., Burton, M.D., O’Reilly, C., 2007. Early teams: the impact of team demography on VC financing and going public. *J. Bus. Ventur.* 22 (2), 147–173.
- Brannon, D.L., Wiklund, J., Haynie, J.M., 2013. The varying effects of family relationships in entrepreneurial teams. *Entrep. Theory Pract.* 37 (1), 107–132. <http://dx.doi.org/10.1111/j.1540-6520.2012.00533.x>.
- Brinckmann, J., Hoegl, M., 2011. Effects of initial teamwork capability and initial relational capability on the development of new technology-based firms. *Strat. Entrep. J.* 5 (1), 37–57. <http://dx.doi.org/10.1002/sej.106>.
- Brush, C.G., Vanderwerf, P.A., 1992. A comparison of methods and sources for obtaining estimates of new venture performance. *J. Bus. Ventur.* 7 (2), 157–170.
- Delmar, F., Shane, S., 2006. Does experience matter? The effect of founding team experience on the survival and sales of newly founded ventures. *Strat. Organ.* 4 (3), 215–247. <http://dx.doi.org/10.1177/1476127006066596>.
- Dencker, J.C., Gruber, M., Shah, S.K., 2009. Pre-entry knowledge, learning, and the survival of new firms. *Organ. Sci.* 20 (3), 516–537.
- Dimov, D., 2007. From opportunity insight to opportunity intention: the importance of person-situation learning match. *Entrep. Theory Pract.* 31 (4), 561–583.
- Dimov, D., 2010. Nascent entrepreneurs and venture emergence: opportunity confidence, human capital, and early planning. *J. Manag. Stud.* 47 (6), 1123–1153. <http://dx.doi.org/10.1111/j.1467-6486.2009.00874.x>.
- Gargiulo, M., Benassi, M., 2000. Trapped in your own net? Network cohesion, structural holes, and the adaptation of social capital. *Organ. Sci.* 11 (2), 183–196.
- Gartner, W.B., 2004. *Handbook of Entrepreneurial Dynamics: The Process of Business Creation*. Sage, Thousand Oaks.
- Groysberg, B., Polzer, J.T., Elfenbein, H.A., 2011. Too many cooks spoil the broth: how high-status individuals decrease group effectiveness. *Organ. Sci.* 22 (3), 722–737. <http://dx.doi.org/10.1287/orsc.1100.0547>.
- Gruber, M., MacMillan, I.C., Thompson, J.D., 2013. Escaping the prior knowledge corridor: what shapes the number and variety of market opportunities identified before market entry of technology start-ups? *Organ. Sci.* 24 (1), 280–300. <http://dx.doi.org/10.1287/orsc.1110.0721>.
- Hopp, C., Sonderegger, R., 2015. Understanding the dynamics of nascent entrepreneurship—prestart-up experience, intentions, and entrepreneurial success. *J. Small Bus. Manag.* 53 (4), 1076–1096.
- Hoy, F., McDougall, P.P., Dsouza, D.E., 1992. Strategies and environments of high growth firms. The state of the art of entrepreneurship, pp. 341–357.
- Kim, P.H., Aldrich, H., 2005. *Social Capital and Entrepreneurship*. Now Publishers Inc., Netherlands.
- Kim, P.H., Longest, K.C., Lippmann, S., 2015. The tortoise versus the hare: progress and business viability differences between conventional and leisure-based founders. *J. Bus. Ventur.* 30 (2), 185–204. <http://dx.doi.org/10.1016/j.jbusvent.2014.02.005>.
- Kor, Y.Y., 2003. Experience-based top management team competence and sustained growth. *Organ. Sci.* 14 (6), 707–719.
- Lichtenstein, B.B., Carter, N.M., Dooley, K.J., Gartner, W.B., 2007. Complexity dynamics of nascent entrepreneurship. *J. Bus. Ventur.* 22 (2), 236–261. <http://dx.doi.org/10.1016/j.jbusvent.2006.06.001>.
- Muñoz-Bullon, F., Sanchez-Bueno, M.J., Vos-Saz, A., 2015. Startup team contributions and new firm creation: the role of founding team experience. *Entrep.*

- Reg. Dev. 27 (1–2), 80–105, <http://dx.doi.org/10.1080/08985626.2014.999719>.
- Newbert, S.L., Tornikoski, E.T., Quigley, N.R., 2013. Exploring the evolution of supporter networks in the creation of new organizations. *J. Bus. Ventur.* 28 (2), 281–298.
- O'Brien, R.M., 2007. A caution regarding rules of thumb for variance inflation factors. *Qual. Quant.* 41 (5), 673–690.
- Reynolds, P., Curtin, R., 2007. Panel Study of Entrepreneurial Dynamics. Program Rationale and Description. Retrieved from Panel Study of Entrepreneurial Dynamics. University of Michigan. pp. 1–15. Website: (www.psed.isr.umich.edu).
- Ruef, M., Aldrich, H.E., Carter, N.M., 2003. The structure of founding teams: homophily, strong ties and isolation among U.S. entrepreneurs. *Am. Sociol. Rev.* 68 (2), 195–222.
- Samuelsson, M., Davidsson, P., 2009. Does venture opportunity variation matter? Investigating systematic process differences between innovative and imitative new ventures. *Small Bus. Econ.* 33 (2), 229–255, <http://dx.doi.org/10.1007/s11187-007-9093-7>.
- Schjoedt, L., Monsen, E., Pearson, A., Barnett, T., Chrisman, J.J., 2013. New venture and family business teams: understanding team formation, composition, behaviors, and performance. *Entrep. Theory Pract.* 37 (1), 1–15, <http://dx.doi.org/10.1111/j.1540-6520.2012.00549.x>.
- Shepherd, D., Zacharakis, A., Baron, R., 2003. VCs' decision processes: evidence suggesting more experience may not always be better. *J. Bus. Ventur.* 18 (3), 381–401, [http://dx.doi.org/10.1016/S0883-9026\(02\)00099-X](http://dx.doi.org/10.1016/S0883-9026(02)00099-X).
- Walsh, J.P., 1988. Selectivity and selective perception: an investigation of managers' belief structures and information processing. *Acad. Manag. J.* 31 (4), 873–896.
- Watson, W., Stewart, W.H., BarNir, A., 2003. The effects of human capital, organizational demography, and interpersonal processes on venture partner perceptions of firm profit and growth. *J. Bus. Ventur.* 18 (2), 145–164.
- Wilson, N., Wright, M., Scholes, L., 2013. Family business survival and the role of boards. *Entrep. Theory Pract.* 37 (6), 1369–1389, <http://dx.doi.org/10.1111/etap.12071>.
- Wright, P.M., McMahan, G.C., McWilliams, A., 1994. Human resources and sustained competitive advantage: a resource-based perspective. *Int. J. Hum. Resour. Manag.* 5 (2), 301–326.
- Yang, T., Aldrich, H., 2014. Who's the boss? Explaining gender inequality in entrepreneurial teams. *Am. Sociol. Rev.* doi: 0003122414524207.