



LUND UNIVERSITY
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Roles of multiculturals in the entrepreneurial environment

An exploratory study of multiculturalism in Scandinavian new
ventures

by

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Abstract

Multiculturalism theories and entrepreneurship research, in terms of personality, shows significant similarities indicating that multicultural individuals could possess essential skills to survive in entrepreneurial environments. However, these two streams of research have yet to be integrated. The aim of this research is to explore and understand how multiculturals behave in and influence their new venture teams. For this purpose, a qualitative exploratory research design was implemented, interviewing 10 multiculturals working in their respective startups. This research identified common patterns between multiculturalism, multiculturals' psychology, team role expectations and behavioural roles when working in their new ventures. Results suggest that multiculturalism would have a positive effect on an individual's abilities to succeed in an entrepreneurial environment.

Keywords: multiculturalism, entrepreneurship, team roles, behavioural roles, personality, new ventures, entrepreneurial persona

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List of Abbreviations

CAQDAS Computer Aided Qualitative Data Analysis Software

CEO Chief Executive Office

CTO Chief Technical Officer

EL Entrepreneurial Leadership

NGO Non-governmental Organization

1 Introduction

1.1 Background

Globalization is a worldwide phenomenon that concerns not only economics and politics but has social and psychological effects on an individual, organizational and societal level as well. From the late nineteenth century through the twentieth country borders opened up to cross-national capital and labour movement (Williamson, 1996). Every individual has been bringing his/her own culture from home country to a new environment. Migration, especially in the past 50 years, has reached unprecedented levels. Migration scholars all over the world were trying to analyse and understand the dynamics of transnational movement, understanding that cultural cohesion might play an important role in migrants' lives (Levitt & Jaworsky, 2007).

Social scientists realizing the gravity of cultural mixing, have been studying the effects of multiculturalism since the mid-twentieth century (Brannen & Thomas, 2010). Literature reviews the process of changing one's culture and introduces acculturation as a terminology (Trimble, 2003; Berry, 1990), while it explores concepts of cultural system and schema as a set of values, attitudes, beliefs and behavioural assumptions (Fiske & Taylor 1984). Findings over the decades led social researchers to believe that multicultural individuals, by internalizing more than one culture, develop higher cognitive complexity and skills that increase their effectiveness in a cross-cultural environment (Brannen & Thomas, 2010). These individuals could possess greater flexibility and empathy than monocultural individuals (Chiu & Hong, 2005; Brannen, Garcia & Thomas, 2009) with a broader cultural context which subsequently leads to improved group performance (Jang, 2017).

Meanwhile, social studies have explored the strengths and weaknesses of multiculturalism and diversity within, business studies have focused on the team and organizational diversity as a group characteristic (Van Knippenberg & Schippers, 2007). It is clear that diversity has its benefits when it comes to innovation. More diverse teams benefit from a broader and more complex set of knowledge and skills (Gabrielsson & Politis, 2012), boosting team creativity and innovation (Weiss et al., 2018; Guillaume et al., 2017; Van Knippenberg, De Dreu, &

Homan, 2004). In unstable entrepreneurial environments with high levels of uncertainty (Schumpeter, 1934), new ventures can benefit from fast adaptability (Cunningham & Lischeron, 1991; Leitch and Volery, 2017), high resilience, flexibility, and creativity (Zhou et al., 2018; Zhao, Seibert & Lumpkin, 2010; Zhao and Seibert, 2006).

These two streams of research have yet to be integrated even though multicultural individuals might possess the required skills to survive in entrepreneurial environments.

1.2 Aim and Objectives

“Groups in organizations have become more diverse in terms of their demographic composition over the years and will continue to become more diverse in years to come” (Van Knippenberg, De Dreu, & Homan, 2004, p. 1008). With this in mind, there is a growing trend of organizations choosing to utilize cross-functional teams, which progressively exposes the workgroup to have functional diversity (Van Knippenberg, De Dreu, & Homan, 2004).

Multiculturalism is an individual characteristic and a “growing social phenomenon that has received considerable attention in psychology in the last decade; however, the issue of what impact (if any) multiculturalism has on individuals’ adjustment remains empirically unclear” (Nguyen & Benet-Martinez, 2013, p. 122). Work teams that have multicultural people have team members with specific skills, that homophilic and diverse teams may lack, such as high adaptability and flexibility in complex environments (Weiss et al., 2018).

Entrepreneurial environments are constantly affected by economic, societal, and environmental factors that bring waves of changes that are both predictable and unpredictable (Shane & Venkataraman, 2000). This uncertainty requires entrepreneurs to be adaptable to change (Cunningham & Lischeron, 1991; Leitch & Volery, 2017), flexible to react (Fontana & Musa, 2017), and be risk-takers (Zhou et al., 2018; McClelland, 2010; Brockhaus & Horwitz, 1986) when faced with uncertainty. Just as businesses face changes economically, multiculturals face changes socially. Multiculturals need to be flexible in communicating with fast-changing cultural environments and have the skills to adapt to switching from one environment to the

next. This shows why it would be interesting to find more information on multicultural people who need to be flexible and adaptable in a startup environment.

Research Question:

If we understand that multiculturals have specific characteristics and skill sets like higher adaptability, greater empathy, cultural brokering, attraction to creativity-supporting processes, meanwhile startup environments are constantly requiring flexibility and fast adaptability while forcing entrepreneurs to think outside of the box to succeed, then we aim to explore *1) what roles do multiculturals tend to take on when working in a startup; 2) and what motivates them to take on these roles?*

1.3 Research Purpose

The purpose of this research is to explore the social phenomenon of multiculturalism and understand in what way these individuals are contributing to new ventures. With recent studies showing the importance of diversity in entrepreneurship, there is a gap in how people who've internalized multiple cultures can contribute to a start up setting and the benefits of startups integrating diversity. Most research only addresses diversity as a team characteristic and therefore focuses on demographic diversity or operational diversity. However, diversity can be a team or individual characteristic with multiculturalism as a prime example of individual diversity.

This paper aims to provide insight on multiculturalism in the start-up environment, giving researchers a base of understanding how multicultural individuals fit in, work in startups, and how their internal diversity affects their thinking. Innovation research has focused significantly on diversity and its effects on innovation and, therefore, this paper should serve as an extension of pre-existing research, offering an additional perspective on diversity. Further on, we aim to contribute not only to diversity research but to the field of entrepreneurship. While innovation in a changing world is important for most businesses, for entrepreneurs, it is essential. Therefore, understanding what roles multiculturals play in new ventures and their contribution to this innovative environment could present interesting and potentially useful insights to

entrepreneurship research as well. Finally, by connecting findings of social science and business studies, we aim to contribute to existing research on multiculturalism and provide data on ways multicultural integration can be beneficial for entrepreneurial environments.

By researching the roles multiculturals are most attracted to and most likely to assume, future researchers can have a better understanding of how to integrate them into startups for increased team effectiveness. A qualitative approach will provide subjective perspectives that can be used for future research supporting theories on multiculturalism, team effectiveness and diversity in the sciences of entrepreneurship.

1.4 Delimitations

The delimitations present in this research are focused on the definitions of multiculturalism being studied, and the geographic boundaries of the startup communities within the Skåne region of southern Sweden and the capital region of Denmark.

Multiculturalism is a multi-dimensional concept where individuals are able to internalize multiple cultures. The scenarios in this research are strategic for risk-assessment to ensure the subjects have two or more definite internalized cultures. Based on supportive research, entrepreneurs that are raised with two or more cultures during their childhood are multicultural. Also, second-generation immigrants to their home country are multicultural by default due to being raised with one or more cultures while interacting with their home country's culture. These two scenarios support the likelihood of the subjects being multicultural, and so the results of this research are only relevant or reflective of these multiculturals.

1.5 Outline of the Thesis

The introduction of this paper on multiculturalism and entrepreneurial research is followed by a theoretical review of existing literature in team roles, multiculturalism, and entrepreneurship research. The literature review chapter constructs the base of this research. Chapter 3 then introduces the methodological framework of this study elaborating on the philosophy of the researchers and the paper while detailing the approaches, strategies and methods used for sampling, data collection and analysis. While the research approach is highly inductive, it still uses literature as a foundation from which a new framework is created, without forming any hypotheses. Then, empirical data is presented connecting the findings of this research to prior literature. Finally, conclusions are drawn from the empirical findings presenting further discussion and future research possibilities for business and social science research alike.

2 Literature/Theoretical Review

2.1 Concepts of operational and behavioural roles

Roles in a business setting can be defined in several ways. Through the 1980s and 1990s several research addressed the need for a method or framework that not only includes operational roles (official position) an individual can take in a business, like logistics assistant, marketing associate, key account manager etc., but takes into account the decision making and implementation process people are a part of in a company (Senior, 1997).

One of the early frameworks that served as a base and induced further research is the team role theory introduced by Meredith Belbin in 1981 and revised later in 1993 (Senior, 1997). Belbin (1981, 1993) suggested, that the attitude and behaviour individuals take up when they work in teams is dependent on their personality. He proposed a 9-role framework stating that the more diverse the team is, covering a larger scale of roles, the higher the team performance is (Belbin, 1981, 1993). The 9-role framework was built around the strengths and allowable weaknesses of each role completed with their approach to group work, problem-solving methods and stress reactions. To assign roles effectively he constructed the Team-Role Self Perception Inventory, which is a test, containing lists of statements the subject needs to choose from. The framework and the Inventory have been criticised in terms of internal reliability and validity doubting, that the model is an accurate measure of performance (Broucek & Randall, 1996; Furnham et al., 1993).

In his work, Belbin explains team roles as constructs of various personality characteristics, thus defines team roles from a psychological point of view (Manning, Parker & Pogson, 2006). However, social expectations and positions influence one's role in a similar way, introducing how team roles have a sociological perspective as well (Manning, Parker & Pogson, 2006). In their research Manning, Parker and Pogson (2006) presented a revised model of team role behaviour. This model is significant because it not only takes into account one's internal characteristics but the characteristics of the external environment as well.

For psychological research purposes and to analyse internal personality characteristics, the academically most accepted and used personality test is the “Big Five” factor model (Manning, Parker & Pogson, 2006). It analyses individuals on 5 independent dimensions of personality, namely Extroversion, Agreeableness, Conscientiousness, Anxiety, and Openness (Manning, Parker & Pogson, 2006). Extroversion is the extent to which an individual is socially inhibited (Costa & McCrae, 1992; Manning, Parker & Pogson, 2006). Agreeableness relates to the extent to which an individual is emotionally sensitive and responsive (Zhou et al., 2018; Manning, Parker & Pogson, 2006). Conscientiousness is associated with the extent to which someone pursues many or fewer goals in an orderly structured and focused manner (Zhou et al., 2018; Manning, Parker & Pogson, 2006). Anxiety relates to one’s emotional volatility/reactiveness (Zhou et al., 2018; Costa and McCrae, 1992; Manning, Parker & Pogson, 2006). Finally, Openness refers to someone’s intellectual curiosity, creativity and breadth of interest (Zhou et al., 2018; Manning, Parker & Pogson, 2006).

Based on Manning, Parker and Pogson’s (2006) research, different personality traits appear to be more common in different team roles. The below table shows the strongest relationships found between team roles and personality:

Table 1 Personality and team role correlation

Big Five		Belbin roles
Extroversion	Extroverted	Shaper, Resource Investigator, Co-ordinator
	Introverted	Specialist, Completer Finisher, Monitor Evaluator, Plant (Innovator)
Agreeableness	Tender-minded	Team Worker (Supporter), Co-ordinator, Implementer, Team Player
	Tough-minded	Specialist, Monitor Evaluator, Plant (Innovator)
Conscientiousness	Conscientious	Implementer, Completer Finisher, Co-ordinator
	Spontaneous	Resource Investigator, Monitor Evaluator, Plant (Innovator)
Anxiety	Anxious	Plant (Innovator)
	Stable	Co-ordinator, Team Player, Team Worker (Supporter)
Openness	Open	Plant (Innovator), Shaper, Resource Investigator, Monitor Evaluator
	Conventional	Implementer, Completer Finisher

Adopted from Manning, Parker and Pogson, (2006)

To analyse the characteristics of the external environment, contextual factors have been designed and implemented by Manning, Parker and Pogson (2006). In the social context by connecting team roles to contextual factors like responsibility, generalist vs. specialist, completer vs. Investigator and Innovator vs. Implementer, they have found that different contextual factors require and support different team roles (Manning, Parker & Pogson, 2006).

Table 2 Team role expectation and team role correlation

Team role expectations		Belbin roles
Responsibility		Co-ordinator, Shaper, Team Player
Generalist vs. Specialist	Generalist	Co-ordinator, Team Player, Team Worker
	Specialist	Plant, Monitor Evaluator
Completer vs. Investigator	Completer	Completer Finisher, Implementer
	Investigator	Resource Investigator
Innovator vs. Implementer	Innovator	Plant, Resource Investigator, Shaper, Monitor Evaluator, Specialist
	Implementer	Implementer

Adopted from Manning, Parker and Pogson, (2006)

Basing this research on Manning, Parker and Pogson's (2006) theory to identify people's behavioural team role, this paper should explore individual personality traits and operational role expectations. To access and understand in consequence the behavioural role profile of the research subjects, the interviews were built around Belbin's 9-role framework (Belbin, 1981, 1993): investigating their strengths, shortcomings, approach to group work, problem-solving methods and stress reactions.

2.2 Entrepreneurial environment

The definition of entrepreneurship has always incorporated change as an essential element. Either defined as the process of discovering and exploiting business opportunities, (Davidsson, 2005) or "how, by whom, and with what effects opportunities to create future goods and services are discovered, evaluated and exploited" (Shane & Venkataraman, 2000, p. 172), it involves some sort of opportunity recognition and exploitation. With exploited opportunities, the status quo is always changing and there can be 'true' uncertainty, which can provide

opportunity for profit for the risk-taking entrepreneurs (Knight, 1921; Landström, Harirchi & Åström, 2012). This highly uncertain environment requires a mindset, that focuses on asset control rather than outcome prediction (Sarasvathy, 2001). To control and manage existing resources, entrepreneurs extensively use their network, while looking for alternative and creative ways to compensate for lack of resources (Sarasvathy, 2001).

Some factors that challenge these compensations for lack of resources are the uncertainties of external economic environments. External environments of startups are heterogeneous and their unstable characteristics may have profound effects on a venture (Zahra & Dess, 2001). Shane & Venkataraman (2000) side with Schumpeter (1934) in how economies are constantly operated in disequilibrium with the copious amounts of new information in technological, regulatory, social, political, and other changes. While this new information effects resources and changes their economic values, it is not received by each economic actor at the same time. (Shane & Venkataraman, 2000) This is why entrepreneurial environments have shown to require economic actors to act fast to find new information and adapt to changes in them.

Apart from lack of knowledge, financial, product and service-related resources, entrepreneurs are challenged by missing internal human capital as well. The responsibility each member faces in the startup is high, requiring them to oversee entire developing departments and fields by themselves. This is why Entrepreneurial leadership (EL) skills and abilities, are crucial for entrepreneurs to learn for growing startup to survive.

Entrepreneurial leadership emerged as cohesion for entrepreneurship and leadership activities, methods and theories (Sklaveniti, 2017). Entrepreneurial leadership can be looked at as the leadership role performed in a new venture rather than a style of leadership in a general sense (Sklaveniti, 2017; Leitch, Harirchi & Aström, 2013). Hence, it can be defined as the process of continuous (re)construction of business elements due to changing relational connections between participants over time (Sklaveniti, 2017).

EL research is going through the same conceptual changes entrepreneurial research has been. From the individualistic heroic perspective, researchers moved towards a post-heroic perspective that outlines EL as a collective activity, of a team or organization (Leitch & Volery, 2017), introducing the term “distributed leadership” (Cope, Kempster & Parry, 2011). Hence, one significant dilemma for new ventures is the operational role distribution (Wasserman, 2012). Roles might organically change over time with variable internal and external factors,

making it hard to set definitive roles long term. It is not uncommon for startups to allow significant overlap in roles over time, which can eventually lead to conflicts (Wasserman, 2012). On the other hand, this flexible and unsettled structure allows for more freedom to orientate and take on roles based on preference rather than on assignment.

Based on Fontana and Musa's (2017) research, certain individual characteristics make for more effective entrepreneurial leaders. The four dimensions developed by them give an overview of the most essential skills and competencies in a strategic, communicative, motivational and personal dimension. From a strategic point of view, leaders should be able to determine the organizational system and have a systematic mindset that enables them to look at the whole business from various perspectives. They should have a sense of direction and destiny. They should be capable to develop hypotheses and test them in a highly complex and changing environment. From a communicative and motivational point of view, they need to understand their colleagues' needs to effectively motivate them while developing skills of persuasion and influence. From a personal point of view, they need to have the creativity to organize resources needed in a context where they lack essential resources. To fulfil these requirements, one must possess attributes of flexibility (Fontana & Musa, 2017), adaptability, cooperativeness (Cunningham & Lischeron, 1991; Leitch & Volery, 2017), cognitive complexity for effective troubleshooting, openness (Leitch & Volery, 2017), broad knowledge to facilitate opportunity recognition (Gabrielsson & Politis, 2012) and higher empathy to understand and relate to people (Fontana & Musa, 2017).

2.2.1 Entrepreneurial persona

Behaviour intention, based on the reasoned action theory (Fishbein & Ajzen, 1975) is the precursor of a given behaviour (Zhou et al., 2018). Therefore one's "expressed behavioural intention to become an entrepreneur" (Zhou et al., 2018; Bird, 1988) is understood to be the first step in the process of becoming one (Zhou et al., 2018; Bird, 1988; Krueger, Reilly & Carsrud, 2000). Based on previous research, certain personality traits have been linked to entrepreneurial intention, like high need for achievement (McClelland, 2010; Rauch & Frese, 2000); internal locus of control (Zhou et al., 2018; McClelland, 2010; Brockhaus, 1982); high risk-taking (Zhou et al., 2018; McClelland, 2010; Brockhaus & Horwitz, 1986) and action orientation (McClelland, 2010).

Connecting to psychology, entrepreneurial research since the 1980s often adopted the “Big Five” factor model to investigate entrepreneurial personality and define a general entrepreneurial persona (Zhou et al., 2018). Research on entrepreneurial intention in relation to the “Big Five” factor has found, that to become entrepreneurs, certain characteristics support while others hinder the process (Zhao and Seibert, 2006). Consequently, active entrepreneurs should have a personality profile consisting of entrepreneurship-supporting characteristics. Consistently a meta-analysis by Zhao, Seibert and Lumpkin (2010) found, that extroversion, conscientiousness, and openness are positively related to entrepreneurial intentions, while anxiety is negatively related. Previous studies also show that it is plausible that agreeableness plays an important role in ensuring the help the entrepreneur needs to start a new venture (Zhou et al., 2018). The same positive relation was found between extroversion, conscientiousness and openness and entrepreneurial firm performance (Zhou et al., 2018; Zhao, Seibert & Lumpkin, 2010; Zhao and Seibert, 2006).

2.3 Conceptualization theories of multiculturalism

Over decades various theories have circulated about what culture entails. On one hand, culture is an external influence that affects individuals on a constant basis (Hong et. al, 2000; Higgins, 1996). From the day of birth, we are learning social and behavioural norms that are accepted and encouraged in society and are crucial for effective integration. On the other hand, culture is also an internal schema (Fiske & Taylor, 1984/2013; Brannen & Thomas, 2010). It consists of values, attitudes, beliefs and behavioural assumptions that as a whole, build up an individual’s cultural framework (Fiske & Taylor, 1984/2013; Brannen & Thomas, 2010). People not only react to culture but interact with it, internalise and adopt it for their own benefits.

Hong et al. (2000) argues that culture is not a highly generalized structure but defines it as domain-specific knowledge structures consisting of categories and implicit theories. One, therefore, can have more than one cultural meaning system. Meanwhile, these systems are simultaneously possessed, they cannot simultaneously guide cognition. Multicultural individuals can access both cultures interchangeably by switching cultural frames or lenses on social cues like symbols and contexts associated with specific systems. (DuBois, 1903/1989;

LaFromboise, Coleman & Gerton, 1993; Hong et al., 2000). This conceptualization of multiculturalism enables us to focus on understanding how one operates with more than one cultural meaning system, how the different systems affect and change human thinking, and how the challenges of culture internalization might enable multiculturals to develop skills to adapt to their uniquely diverse environment which monocultural might lack.

2.4 Connecting multiculturalism theories to business

Multicultural individuals are people who have internalised more than one cultural framework to a various extent (Brannen & Thomas, 2010). Through frame switching, they have access to a broader set of knowledge than a monocultural person would. Just imagine a bilingual child who speaks both Italian and German. They have learnt words like Bastone, Grissini, Ciabatta, Focaccia, Dampfnudel, Pumpernickel, Pretzel, Zopf or Zwieback. All these words indicate different types of bread, that connect to meanings if the child is familiar with the culture they represent. Without the culture, the words only mean bread. Identifying with more than one culture does not mean that the individual internalised all cultures as deep as a monocultural would (Brannen & Thomas, 2010), but instead present different sets of challenges in different environments. With this analogy, we can differentiate between the two as ‘cultural generalists’ and ‘cultural specialists’ referring to the depth and breadth of cultural knowledge. Due to mixed identities, multicultural people have a broader understanding across groups (Lakshman, 2013). By default, they not only understand but also belong to multiple groups based on race, language and ethnicity etc. (Lakshman, 2013).

These cultural frameworks are not necessarily compatible at all times and one can experience the difficulties of integrating opposing cultural meaning systems (Brannen & Thomas, 2010; Benet-Martínez, Haritatos, 2005). Benet-Martínez and Haritatos (2005) introduced the Bicultural Identity Integration scale (BII scale) as a visual concept to measure and categorise different integration levels. On the vertical axis, she measured cultural blended-ness. On the horizontal axis the cultural harmony. High BII individuals, scoring high on both axes were found to be more innovative, employing cultural knowledge more effectively in specific context than low BII individuals. However, research by Brannen, Garcia & Thomas (2009) found that the “degree of conflict between cultural identities was positively correlated with a self-report

of a higher order cognitive skill called cultural metacognition” (Brannen & Thomas, 2010, p. 9). Meaning that the more conflict a person experiences between their internalised cultures, the higher the need for complex sense-making. Finally, more systematic and careful cue processing will lead to higher cognitive complexity (Brannen & Thomas, 2010; Tadmor, Tetlock & Peng, 2009). Multiculturals experiencing high levels of conflict will develop skills and abilities that will make them more effective in a cross-cultural context (Brannen & Thomas, 2010; Hong et al., 2000).

Above mentioned findings lead to significant discoveries and results in cross-cultural business.

Empathy, openness and cooperativity:

Roccas and Brewer (2002), found that multiculturals develop “*complex social identities with high degrees of differentiation and integration among the different sub-identities in their overall identity structure*” (Lakshman, 2013, p. 932), which leads to higher tolerance levels for external group members and evidently higher levels of cultural sensitivity. Their complex identity representation and multiple group memberships reduce bias and discrimination towards out-group members (Lakshman, 2013). Lakshman (2013) argues that building upon Roccas and Brewer’s (2002) findings, multiculturals are perceived to be more trustworthy and just, “*less susceptible to gender, racial, and cultural biases in manager-subordinate interactions in cross-cultural settings*” (Lakshman, 2013, p. 933).

Adaptability and flexibility:

A multicultural individual by going through the internalization process of more than one culture has most likely developed higher cognitive complexity (**Attributional complexity**) than a monocultural individual (Lakshman, 2013; Tadmor & Tetlock, 2006). The skills low BII multiculturals gain through more systematic processing of social cues allow them to adapt faster to changes and new environments (Brannen & Thomas, 2010) and are more flexible to change themselves which is an essential skill in the uncertain environment of a new venture. High BII multiculturals, on the other hand, more effectively employ cultural knowledge in varying specific context: meaning that with a broader knowledge system (**Attributional knowledge**), individuals with more than one internalized culture move across cultural meaning systems flexibly, cultivating innovation and creativity (Brannen & Thomas, 2010).

Motivation:

By internalizing multiple cultures and having a broader attributional knowledge (Hong et al., 2000), multicultural people have a better chance of recognising and executing the suitable course of action in various situations (**Attribution accuracy**) (Laksham, 2013). Laksham (2013) explains that through attribution accuracy and non-susceptibility to bias and discrimination multicultural people are able to mitigate uncertainty (**Uncertainty absorption**) which eventually makes an effective leader.

“Cross-cultural leadership effectiveness of bicultural managers is a result of uncertainty absorption, which leads to enhanced levels of subordinate self-efficacy, motivation and performance, and higher leader acceptance” (Laksham, 2013, p. 935)

Creativity:

If multiculturals have more experience with multiple cultures and cognitive awareness of cultural biases, finding more creative and novel ways of idea integration (Leung & Chiu, 2010) should have a significant effect on a SMEs transformational leadership and creative strategies, as it has significant effects on an SME’s innovation (O’Regan, Ghobadian, & Sims, 2006). In addition, exposure to multiple cultures leads to better creative performance, increased likelihood to engage in creativity supporting processes and receptiveness to ideas originated from foreign countries (Leung & Chiu, 2010).

Multicultural individuals have broader cultural knowledge systems (Brannen & Thomas, 2010). With the knowledge of several cultures’ values, beliefs, and attitudes, and the abilities to work with said internalized cultures subconsciously, it is assumed, that an individual can be more flexible and adaptable to their environment when it comes to creativity and innovativeness (Leung & Chiu, 2010). Multicultural entrepreneurs, who hold high work experience, while being more creative and bringing higher possibilities for business idea discoveries to SMEs are then expected to have high breath in their exploration mindset (Gabrielsson & Politis, 2012). If multicultural entrepreneurs have the capabilities of more breath in their work experience and business ideas, then they are likely to be more innovative leading to higher possibilities of individualized idea discovery for startups (Gabrielsson & Politis, 2012).

3 Methodology

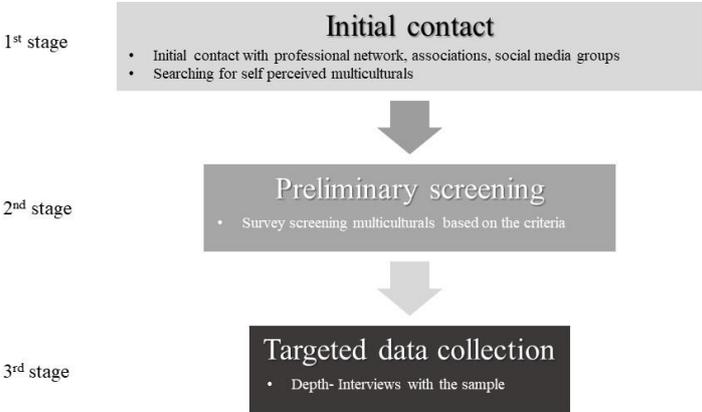
This study aims to understand the roles multiculturals play in a new venture, their personality, their official roles, their contributions and their behaviour in an entrepreneurial team setting. For this purpose, the philosophical orientation of this study regarding epistemology is critical realism since we attempt to understand multiculturals' roles and positions in the business in a social context rather than trying to define what roles exist in objective general reality (Bryman & Bell, 2015). The researchers believe that the findings and conclusion of this study reflect one perspective of the reality and therefore cannot generally describe one objective reality (Bryman & Bell, 2015). The ontological basis of this research is constructionism, arguing that roles could be defined in a wide scale meta-analysis in continuous revision, based on varying social contexts (Bryman & Bell), however due to the length and time frame of this research we are restricted by geographical boundaries that affect the collectable data. Therefore, this study only focuses on the subjective reality that is constructed and seen through the researchers' eyes and the subjects the research analyses.

A mixed approach has been chosen, allowing us to use deduction from the existing literature and theories while keeping the emphasis on induction. The conclusions of this research are not drawn from verifications of hypotheses, but rather from inferences formed based on data analysis. We intend to propose a concept that can serve as a starting point for further research, leading to more generalizable and quantifiable result in the field of entrepreneurship and innovation and social science. In connection with axiology, we understand that our values, upbringing and experiences are part of the motivation (Heron, 1996; Saunders, Lewis & Thornhill, 2009) for this study and therefore our bias will impact the research in terms of the focus, the conversation this study takes part in, the way the research is conducted and the conclusions that are drawn from the empirical findings.

3.1 Research Design

This study is exploratory since research on multiculturalism in entrepreneurial environments has yet to be analysed and discussed in social science (Weiss et al., 2018). We seek new insights connecting multiculturalism to entrepreneurship, building on the assumptions of previous research and exploring the implications of multiculturalism in entrepreneurial environments. Exploring one perspective of this given social phenomena in depth calls for a qualitative research format, rather than a quantitative format (Bryman & Bell, 2015). For this purpose, we chose a strategy to fit the research question and guide the data collection methods in a specific time horizon. Meanwhile, the research would have benefited from an ethnography strategy (Saunders, Lewis & Thornhill, 2009), observing multicultural subjects of the research through a longitudinal time horizon, that strategy is highly resource intensive and time-consuming (Saunders, Lewis & Thornhill, 2009) for this paper. The method most fitting to the research question and the approach of the study is, therefore, a multi-method qualitative study (Saunders, Lewis & Thornhill, 2009) focusing on survey screenings and depth interviews to generate qualitative data on the observed phenomenon. This method choice allows us to use multiple methods of qualitative data collection like survey screenings and depth interview contrary to mixed methods incorporating quantitative and qualitative data collection in one study (Saunders, Lewis & Thornhill, 2009). The time allocated to data collection is an 8-week period from multiple sources, analysing multiculturalism' roles in new ventures at a given time, rather than follow them through a period of time.

Figure 1 Research Design



The primary research process constitutes a preliminary screening stage and a targeted data collection stage. At the preliminary screening stage, surveys are conducted with multicultural individuals working in startups in the Skåne region, Sweden and in the capital region, Denmark. The aim is to eliminate all non-multicultural entrepreneurs from the list. Surveys provide fast direct results (Saunders, Lewis & Thornhill, 2009) which makes the format the most efficient way to eliminate monoculturals from the reached targets. The targeted data collection stage later includes depth-interviews, to gain a deeper understanding of how the subjects perceive their behaviour and contribution to their respective new ventures and allow them to reflect on their perceptions in the most flexible way (Bryman & Bell, 2015).

3.2 Data Collection Method

3.2.1 Sampling

Aligning with the research question, to ensure that we analyse people that are both multicultural and work in operational start-ups, researchers chose to follow a purposive sampling method (Bryman & Bell, 2015), specifically targeting people who are active in operational start-ups. From then on, we are looking for multicultural persons based on the survey answers, and they will make up our sample. The sampling size is aimed at 10 interviews, making the survey sampling large enough to enable us to find patterns and motives.

The identification of multicultural individuals varies depending on the researcher and how they understand multiculturalism. Brannen and Thomas (2010) defined multiculturalism as the phenomena of internalizing two or more cultures and social frameworks. Therefore, multiculturalism is a cognitive and mental state that constantly changes due to significant exposure to multiple cultures. Further, they elaborated on, that this is not a conscious process, therefore, multiculturals might not be aware of their unique situation. The researchers, therefore, chose a screening method, that takes into account people's conscious awareness of their own multiculturalism while defining criteria to touch upon the unconscious characteristics.

The aim of the preliminary screening is to identify multiculturals with minimal error. 2 scenarios have been defined, that the survey subjects need to fulfil in order to be considered part of the sample group. The short survey includes criteria, like parental nationality and

identity, spoken language, place of birth, and personal cultural identity. At each scenario, the following criteria need to be fulfilled, to make sure that the sample only includes multicultural individuals.

Individuals categorized in **Scenario 1** identify themselves as multiculturals, have parents or guardians with different nationalities and have been raised speaking both primary languages of their guardians.

Individuals categorized in **Scenario 2** identify themselves as multiculturals, their parents have the same nationalities, but the subjects themselves have been raised in a country different from their parent's home country; second-generation immigrants.

The preliminary screening surveys were conducted over the course of 8 weeks in March and April 2019. Each survey was administered by one of the researchers based on the predefined criteria, eliminating the need for more than one perspective of the researchers. See Appendix A.

3.2.2 Sample base

Over the course of 8 weeks, 30 people working in startups have been contacted through personal channels and networks. 7 Facebook posts (See Appendix B) were placed in 7 different entrepreneurship related groups, 2 associations in Helsingborg with international networking profiles have been contacted to reach multiculturals in new ventures. We received 15 response with the willingness to be interviewed and 5 of them have been rejected due to not fitting any of the defined criteria or not being active in an operational startup. The final sample base is detailed in table 3.

Table 3 Interviewee sample and characteristics

Sample	Age	Gender	Scenario	Cultural background	Operational roles	Start-up industry	Startup age	Startup size
I1	27	Female	2	Persian, Dutch	Co-founder	Cosmetics industry	0,5	2
I2	27	Female	1	Swedish, Zambian	Co-founder, CEO	Wedding industry	0,5	3
I3	27	Female	2	Jamaican, American	Growth marketing manager	Brand asset management industry	2	>10
I4	26	Male	1	Danish, Swedish, Russian	Founder, Chairman	Activities of membership organizations	2	4-10
I5	24	Female	1	Brazilian, Italian	Co-founder	Jewellery industry	1	3
I6	27	Male	2	Swedish, French	Customers success representative for Sweden	Fintech industry	3	>100
I7	44	Female	1	Spanish, Portuguese, Galician	People operations manager	Fintech industry	3	>100
I8	26	Female	2	Jamaican, American	Founder	Clothing industry	2	1 + 3
I9	46	Female	2	Korean, American	Co-founder	Information services	1,5	3
I10	33	Female	2	Saudi, Arabian, Egyptian	Founder	Information services	1	1

3.2.3 Interview design

Interview as a method of data collection is widely used in qualitative research (Bryman & Bell, 2015). According to Bryman and Bell (2015), the reason why it is so attractive is the flexibility it provides the researchers to explore detailed aspects of a social setting. Through interviews, therefore, we can gain insights into perspectives of the subjects that a survey or questionnaire would not have made possible. To further support flexibility, the interviews are semi-structured rather than structured. This outline provides the opportunity to use an interview guide, that sets a primary structure of the investigation that can be flexibly adjusted for each interviewee (Bryman & Bell, 2015). The interview guide can be found in Appendix C.

Further on we created a checklist of all the relevant information we seek to gain from the interview sessions. The checklist can be seen in Appendix D. The main focus of the interviews is to explore the characteristics of the interviewee's multicultural backgrounds, their past entrepreneurial experiences, their current entrepreneurial experiences and their personal

thoughts on their own behavioural processes in connection with teamwork. The structure and sections were designed with a narrative approach, encouraging interviewees to tell stories (Saunders, Lewis and Thornhill, 2009), predominantly about their entrepreneurial experiences. See in Appendix E.

The questions, for the semi-structured interview, were designed to give us insight into personality dimensions of the interviewees, insight into the dimensions of operational role expectations and insight into their behaviour roles, designed by Manning, Parker and Pogson (2006) and Belbin (1981, 1993).

The interviews were conducted personally and through video conference calls with the average time length of 60-90 minutes over the course of 4 weeks in April and May 2019. Both researchers have been present at every interview taking up the active and passive interviewer role. As suggested by Bryman and Bell (2015), the differentiated roles of the interviewers allow for one person to keep the interviewee engaged while the other can observe reactions, monitor the development of the interview and follow the checklist to make sure all relevant aspects are covered.

3.3 Data Analysis

To analyse the collected data, each audio interview was transcribed right after the interview took place, to avoid piled up data. The finalized transcriptions were then saved and named as I1, I2...I10 referring to the interviewees in order while protecting their anonymity. We would have benefitted from sending the full transcripts to the interviewees to review, to ensure factual accuracy. However, Saunders, Lewis and Thornhill (2009) have found, that interviewees often feel like correcting their language use and grammar if they gain access to the full transcript. One reason is the difference in written and spoken language (Saunders, Lewis & Thornhill, 2009). Our sample selection furthermore allowed for a wide range of nationalities to be interviewed, and for many of them, English is not a mother tongue, increasing the risk of possible corrections. Therefore, the full transcripts were not made available for the interviewees.

The analysis of the data aligned with Kvale's (1996) observation, happened interactively from the interviews through the coding and category formulation. This approach helped shape and outline the direction of the data collection and the research (Saunders, Lewis & Thornhill, 2009). The chosen approach to design this research with a mix of deductive and inductive elements allowed for the use of pre-existing literature, that serves as a base for the coding process. During the coding of each transcription, we used a categorization process, deriving categories from existing team roles literature. To manage the extensive and detailed transcripts a systematic analysis plan was implemented (Cope, 2011). Categories were created and deleted, separated, and merged simultaneously based on the data, to form a semi-final framework. Each researcher conducted the coding process separately to provide more diverse interpretations. The two semi-final frameworks were then merged and adjusted to make up the final framework. For the coding procedure and category development, we used NVivo 12, a computer-aided qualitative data analysis software (CAQDAS) as it provides a wide range of features aiding the qualitative data analysis process (Saunders, Lewis & Thornhill, 2009).

3.4 Validity and Reliability

The researchers listed the chosen philosophy, approach methods, and data collection methods so that the research could be recreated in future studies. However, due to issues of anonymity and characteristics of the business research (Bryman & Bell, 2011; LeCompte & Goetz, 1982), complete external reliability cannot be reached. Both researchers were present in the interviews and then coded the collected data separately. Afterwards, the researchers compared their results and introduced a combined framework to avoid bias and increase internal reliability. The transcriptions used for deeper data analysis and coding were only accessible to the researchers. Providing the subjects with the transcription to validate their input could have brought clarity in their answers, however, also brings high risks of biased data alteration. When identifying multiculturals, the sampling criteria was defined especially to screen if the subjects' qualified for the researchers' definition of multiculturalism and aligned their identities as multicultural people. Furthermore, due to the approach and design of the study, the findings are not generalizable for the total population.

3.5 Limitations of methodology

By choosing an exploratory qualitative research design with a critical realism philosophy and constructivist approach, the findings of this study are not generalizable for the broader population. The definition of multiculturalism chosen perceives multiculturalism to be only represented by the constructed scenarios and cannot be representative of the realistic population of multiculturals that exist.

The channels used for the screening process were direct networks of the researchers and social media platforms. Therefore, the findings are not representative of the general population in regard to age, personality, gender.

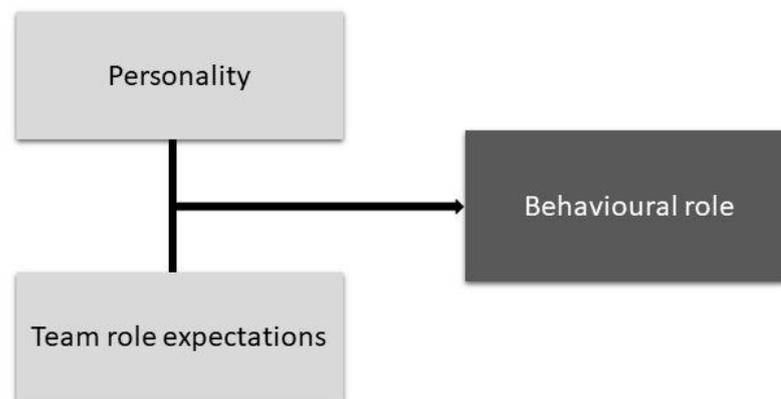
The interview design serves the purpose of comparability with literature but might have prevented us from forming completely new categories and assumptions based on only the interviews.

The perceptions of the interviewers and interviewees were used to form assumptions on their personality traits; however, personality tests weren't implemented in the data collection method due to time constraints.

4 Results

The following chapter contains a detailed description of the findings in four subsections. First, the distinctive personality characteristics are introduced and elaborated on, to gain a better understanding of the interviewees' personality traits. Secondly, the team role expectations are presented, outlining the expectations for the official operational roles interviewees work in. Thirdly, the behavioural role specifications are presented, that interviewees take on in teams. The last section finally, elaborates on the main behavioural differences found by this research between monocultural and multicultural co-workers in the same startup as multiculturals perceive them.

Figure 2 Conceptualization of Behavioural roles



Adopted from Manning, Parker and Pogson, 2006

4.1 Personality characteristics

This section details the empirical data regarding personality traits as perceived by the interviewees and the researchers. The structure follows the framework outlined by the “Big Five” theory focusing on agreeableness, anxiety, conscientiousness, extraversion and openness.

4.1.1 Agreeableness

All interviewees expressed emotional responsiveness regarding their daily business operations. I2 and I8 said, that they are very open to other people's perspectives and feelings. They explained that it is very important for them, that their employees or co-workers feel good and happy. I4, consistently with I2, mentioned the importance of openness and understanding towards his co-workers, which gives the foundation of a good relationship in his opinion. I5 and I10 when asked about their strengths, told us, that they were always good at listening and paying attention to people's feelings. I1 and I9 even pointed out, that everyday happiness and satisfaction is essential for good work performance in their opinions. That is why, I1 spends extra time for personal meetings, where she and her co-founder share their feelings with each other weekly. She explained that she considers herself very emotional, further adding, that sometimes, thinking with her emotions becomes a weakness of hers in business situations. I9 feels that she has a good sense of how people feel and react, and what is the best way to approach them. I7 defines herself as very empathetic, raising the question whether that is an effect of her multiculturalism or just per personality in general. I6 talked about his emotional sensitivity when he faces lack of openness. He expressed, that he feels rather isolated and alone if he feels he is not being heard or taken seriously.

Emotional responsiveness not only appeared in the form of communication but in forms of self-doubt. I3 shared her constant struggle with wanting to be on the good side of her bosses. I3 wasn't the only one who expressed her need for validation as a stress factor. I1 admitted, that sometimes she is too insecure about her approaches, and needs validation from others to believe that her approach is good enough. I5 aligning with I3 and I1 even said that she needs to feel accepted to be able to share her opinion and ideas. I7 also added that she is often self-doubting herself not believing that the ideas she came up with are good enough.

Overall, interviewees expressed high sensitivity to co-workers' emotions, behaviours and attitudes leaving them very responsive to changes in the status quo.

"I look at you, I am trying to see if you are feeling good. And how can we steer so you are feeling good. So that's kind of the way that I use my emotion." (I2)

4.1.2 Anxiety

Stress situations impact every individual differently, however, there are detectable patterns among multiculturals interviewed in this research. All interview subjects admitted that they have fairly sudden and strong reactions to stress. Both positive and negative reactions have been documented, further proving the variety of forms intensive emotional reactions can appear in. I2 told us when stressful situations occur, she panics just like I8. I8 also mentioned having panic attacks in the past. I1 on the same line explained, that the continuous feeling that things need to be done stresses her out a lot. I5 explained in detail, that she considers herself an impulsive, impatient person who stresses a lot. I6 admitted that he feels daily stress a lot, and he is consciously monitoring his state because he had panic attacks in the past.

On the other hand, intensive reactions are not necessarily negative. I5 explains that she considers her passion one of the things she can contribute to group work the most. I2 further explained the concept of the “procrastination monkey” and the “stress monster”. She admitted that she procrastinates a lot, but as a result, her productivity under pressure, similar to exam nerves, peaks. I4 similarly to I2 said that non-stressful situations stress him out the most, and under pressure, he works much more effectively. Impulsiveness was clearly indicated by I9, saying that this impulsiveness led her to a lot of good decisions, while I3 further detailed vehemently, that she has always confronted issues directly in the US, and this directness is one of the reasons she was hired at her current startup in the first place.

While most subjects reported increased levels of anxiety, I4, I7 and I10 seemed to be the most laid back when it came to detailing stress situations and their stress reactions, indicating either that they have a more stable personality, or that they are more used to handling stressful situations.

“If I do something, I jump into the thing. So, I put in all myself, I'm really passionate, so that I talk too much, and I maybe, I can also like yell at people. That is a problem.” (I5)

4.1.3 Conscientiousness

When it comes to focus and the number of goals interviewees pursue in a structured or unstructured manner, most of them perceived themselves as spontaneous. I10 saw herself as very spontaneous, taking new challenges, moving to multiple countries. I2 went so far as to admit, that she is quite impulsive when it comes to taking action and two of her shortcomings are lack of focus and lack of structure. I9 explained that she prefers taking on multiple tasks, mixing them up to keep her occupied seeing it as a positive trait. On the same line of thoughts, I4 mentioned his spontaneity as both a strength as well though he considers it as a shortcoming at times. He always says yes to everything, which drives him to discover new opportunities, but at the same time, scattered focus can sabotage his already existing projects. I5 consistently with I2 and I4 feels, that her focus often shifts, allowing her to always see alternatives and options. I1 considered herself to be more spontaneous than her co-worker but indicated that she likes and needs strategy and structure too. I8 similarly to I1 strategies, but more often than not she acts on impulse trying out new and different ideas. She even mentioned that she loves change. All interviewees eventually detailed, that they are aware how easily they jump from one topic or project to another, which helps them take action and navigate the start-up they work with, but at times the structure is needed. I6 and I7 even mentioned their adaptability and fast reaction time as strengths that help them cope with the changing environment. Though in their work manner I6 and I7 displayed more structure and focus than the other.

“So, I like doing different things at a time. I spend five minutes on this one, then I can have a cup of coffee and do something else. But that's just the way I am” (I9)

4.1.4 Extroversion

In terms of a person's need for social interactions, the paper explores how socially inhibited interviewees appear to be. When asked about their approach to group work, I3, I4, I7 and I10 expressed their enthusiasm explaining, that they enjoy meeting new people and collaborating. I2 explained that she loves working together with *“passionate, ambitious and smart people who bring something new to the table”*. I1 emphasised also emphasised, that she feels confident and happy to reach out and involve people in her process. I9 described herself as people oriented

while I5 and I7 further mentioned, that they are not only confident to reach out to people, but they prefer working in groups instead of alone. I8 even mentioned that she loves breaking the ice in groups and she often attends networking events as well. I6 was somewhat indifferent to the idea of working in a new group but expressed that he does well in social interaction. During the interviews, all subjects expressed their comfort and preference for social interactions.

“Actually, I don't like working on my own. Even in sports I have always done group sports.” (I7)

4.1.5 Openness

Interviewees expressed various forms of openness in terms of creativity, breadth of interest and intellectual qualities. I4 explained, that he is interested in most things, and everything new intrigues him. I1 and I10 in line with I4 expressed their need to be free to meet new people, experience new things they have never tried before. The same attitude was perceived throughout I5's interview session, where she told us, that she enjoys *“keeping her mind open to new things”* rather than focusing on just one.

I2, I3 and I8 even ventured into the subject of self-actualization and effective communication theories, explaining their enthusiasm for openness to new cultures, new ways of communication and continuous self-development. Personal growth and development were important factors for I7, explaining, that the opportunity to learn is quite wonderful about startups. I4 matching I2 and I3's perspective added that it is really *“important to have respect for each other and listen”*. in I5's words, *“keeping an open mind, being open to different perspectives”* is something, all interviewees expressed in their own words relating their personal openness not only to the breadth of their interest but to open-mindedness and personal development, too.

Creativity as the last pillar of openness was elaborated on to a great extent by the interviewees. I2 and I8 mentioned their drive to be able to innovate, to create something new. I5 and I9 just like I2 detailed their ambition to think outside of the box, enjoying creative work. I4 moreover explained, that finding issues and figuring out solutions to said issue inspires and drives him. I1 and I7 even emphasised that the way she feels she contributes most to group work is by providing new ideas. I7 added her multiculturality allows her to bring new perspectives and a different point of view for a team. I6 emphasised the importance of innovativeness in all

business situations, indication that this characteristic is deeply important to him in his everyday operations but did not bring up creativity or self-development.

“I am always the kind of person who wants to renew things, kind of push the barriers. As I said before I would like to do something sexy, a little provocative.” (I2)

4.2 Team role expectations

The following section outlines the empirical findings on team role expectations, following the four dimensions outlined by Manning, Parker and Pogson (2006). Manning, Parker and Pogson’s (2006) four dimensions are level of responsibility, generalist vs. specialist, completer vs. investigator, and innovator vs. implementer. As an extra dimension, level of freedom was added as it was singled out on every interview occasion by the subjects.

4.2.1 Level of responsibility

Tony et al. (2011) highlight’s Belbin’s argument in 1981 on how people contribute; people in teams contribute in either operational or team roles (Tony et al., 2011). In the context of operational roles of startups, the employees all shared high levels of responsibility when it came to their expected contributions to their startups. Two interviewees were sole founders and five of the ten interviewees shared titles as co-founders; four of the ten interviewees held the positions of CEO (I2, I8, I9, I10) and Chairman (I4), while three subjects (I3, I6, I7) held operational positions responsible for scalability of their startups. I3 mentions in her interview that her position as global marketing manager required her to expose the company through credible and engaging press releases.

I2 said, “So I am currently the CEO.” While she mentioned her partner is the CTO, she is the sole founder who is working on the startup full-time while her partner completes his studies. I8 is the owner and designer of her fashion gowns and swimsuit line. She is a solo entrepreneur who works with external sources to keep her startup operational and surviving. I9 and I10 are both responsible for seeking funding, strategizing marketing, and contacting external networks.

I4 is the Chairman of his NGO startup. I1 and I5 share cofounder titles with their team members while being responsible for many roles such as networking, communicating, searching for funding, and mediation between team members, and making decisions that directly impact the startup.

I6 and I7 are both working in a startup that is reaching their first scaling phase. While I6 is the team member responsible for the Swedish market in commercial marketing, I7 is responsible for rapid recruitment of talent. I7 says her role changes every week, however, it consistently involves people operations focusing on recruiting; in marketing, finance, and compliance.

“I am actually the only representative here at the incubator, someone responsible for actually contacting with partners and mostly the financial part.” (I5)

4.2.2 Generalist vs. Specialist

As it is expected for roles to be shared between teams in startups, the interviewees took on more roles as generalists. Nine of the interviewees (I1-I9) took on tasks involving interpersonal relationships; I10 was the exception being more of a specialist focused on helping clientele with creating simple websites and consulting them with programming needs which indicates I10 having more of the specialist operational role.

“Programming. I only do programming and web design. I want to do simple projects, such as help people make simple web sites.” I10

I1, I2, I5, I8, and I9 are the founders who contact external sources through networking and meetings. I5 is the only one with a business background in her team, and so she takes on tasks such as contacting external partners, while she also works with financial capital. I8 says she is the one who ventured to find external human capital, such as photographers and seamstresses to make her designs come to life. I1 had many responsibilities involving contacting external sources for resources. Regarding the startup’s most recent milestone achievement, I1 contacted people and negotiated quotas to acquire a warehouse for product packaging and distribution. I2 and I9 managed other employees of the startup by delegating tasks and mediating meetings. I7 recruits employees for the startup which involves her to meet new people, connect with them during meetings, and decide whether or not they are qualified to work in the startup’s work

culture. I6 said his job involves using his social skills while working in commercial roles. He mentioned how his language skills in French, Swedish, and English also gave him more opportunities to work with.

“For me it’s fundraising, doing all the pitching, finding the way to steer the ship, taking care of the customers.” (I2)

4.2.3 Completer vs. Investigator

When analysing the interviewees’ responses to different scenarios, there were patterns of them taking on both investigator and completer roles. I4, I8, I9 and I10 had heavy mixes of completer and investigator roles due to being sole founders and internal employees of the startup. I1 is responsible for every visual aspect of the startup, which involves web design, graphic design, branding, and marketing, which are roles done by a completer.

“So, for me getting into this project, going to do everything by ourselves was very difficult. You know, I know what needs to be done. And I can, I know how to execute, but I need to do it.” (I9)

However, the investigator roles overpowered the presence of completer throughout the sample of subjects. I3 tests different solutions for the growth of the company through marketing, puzzling pieces around rather than completing tasks based on strategies someone else designed. I2 and I9 both explored for external opportunities, such as funding, and monitored the strengths and shortcomings of their team before they delegated tasks accordingly. I1, I4, and I8 had many responsibilities in finding suppliers for their products and services which required meeting partners, testing resources, and negotiating agreements. I4, as chairman of his NGO, is heavily dependent on searching for external funding. However, he also considers himself the “visionary” of the startup, exploring creative ideas and how to implement them with his services or problem-solving entrepreneurial challenges.

I8 mentions that she searches for different seamstresses to create her designs while exploring different types of fabrics that work with her designs. She explores which textiles work best with chlorine and saltwater, before sending fabrics and designs for the seamstress to sew. I7 says she

has to interview dozens of applicants, decide which applicants fit the business culture, and then hire them for the startup.

“So that means a big part of my job is to actually play around with the different pieces and elements that come with getting people to actually converted into paid customers.” (I3)

4.2.4 Innovator vs. Implementer

With emphasis on manifesting innovation, the interviewees showed high activity as innovators in the context of operational roles. The multiculturals showed various ways they saw themselves as innovators for their teams. I1, I4, I8, and I9 all saw themselves as the creative visionaries for their startups, bringing new ideas, designs, and solutions. I1 was responsible with her cofounder on discovering which natural ingredient is best for their cosmetics. I3 recognized that a big part of her role in the team is to innovate the Swedish work culture of her startup, by bringing her Jamaican-American work styles that she has acquired while gaining experience in New York City, USA. The founders of her startup were consciously looking for a hire who “comes from a more direct culture.” I6 said his team had to explore different work strategies to learn how to work similarly together.

I9 said she had come up with her gift-giving crowdfunding platform while taking her child to their classmate’s birthday party. She noticed that most parents were bringing gifts that were not being used by the children after receiving them. With her experience in Hospitality Management, she saw how this happened constantly and wanted to make a change in the gift giving business by introducing a crowdfunding platform. I4 said he was inspired to solve tough problems since a young age which sparked his current startup’s mission. Lastly, I2 works closely with her partner in testing and adapting their services in wedding planning to optimize product quality and explore what suits their target best.

“My strongest role, which I believe I need to emphasize, is the visionary role.” (I4)

4.2.5 Level of freedom

Lastly, in the context of operational roles, all the interviewees shared high levels of freedom which asked for freedom in creativity, failure, and level of responsibilities. I1, I3, I9, and I10 had the needs to be creative in expression. I1 and I10 were both responsible for the designs of their projects where they had the freedom to be creative in branding and marketing strategies. I9 enjoys the freedom to be creative with her idea in exploring what would work best for her clients within the gift giving industry. I3 appreciated her levels to be creative in exploring marketing opportunities for the global scaling of her startup. She said she likes to test different ideas for social media marketing and finding which of her strategies work best for the target.

However, I3 also needed the freedom to fail while exploring marketing opportunities. I3 mentions how her company allows mistakes to be made as long as they are cheap and learned from fast. This freedom to make small mistakes motivates her to work productively. I2 and I4 as CEO's create an environment where it is okay to fail because they believe it is important to deal with failure when working in a startup. I5 believes it is important to not stress when failures come, but rather to focus on how to react and move forward. I1 acknowledges the fact that she and her cofounder are humans and bound to make mistakes; it's important to communicate, learn, and move on as I5 said she does.

“What I think I can provide is a safe space to fail.” (I2)

Lastly, the freedom of their responsibilities is what drives the majority of the interviewees. I2, I5, I6, I7, I8, and I9 all enjoy their freedom to multitask and work on different tasks throughout their days. I2, I5, and I9 said how they are constantly working on different projects at once and it is both effective and preferred by them. I6 and I7 work with consensual hierarchies within their teams because it allows them to move freely in their own responsibilities. I8 has the feeling of control as CEO and has the freedom to make decisions about her designs, structuring photoshoots, and who is using her fabrics for optimal results. The exception to his freedom of responsibilities was I4 who prefer having fewer roles to take on and more human capital to delegate work to.

“Yes, I'm, I'm totally used to multitasking and managing different things. I have no problem.” (I9)

4.3 Behavioural roles

During the interview, interview subjects were presented with open-ended sentences regarding their strengths, weaknesses and satisfaction generators to understand better their own perception on their contribution to teamwork. Open-ended sentences were followed by 3 scenarios related to stress, group activity and problem-solving. This section details the behavioural findings of the empirical research, based on interviewees' personality characteristics and team role expectation expressed, comparing it to their conscious perception of their own behavioural roles.

4.3.1 Strengths

During the interview, subjects expressed openness to **new ideas**, finding new ways to solving problems. All of the interviewees perceived themselves to be innovative, intuitive and creative claiming that they can contribute to teamwork best by providing and generating "New ideas". Based on their personality characteristics all interviewees showed a certain need for freedom to venture and spontaneity. With the freedom to fail in their respective startups, that all interview subjects mentioned, their surroundings provide a flexible environment for their creativity to flourish. When asked about their contribution to teamwork, all except for I6 mentioned a form of idea generation, though even I6 elaborated on his need for innovation.

"My strongest role, which I believe I need to emphasize, is the visionary role. I believe in solutions when other people don't." (I4)

Openness not only appeared in the form of creativity but in the form of **open communication**. Interviewees' argued that their openness to different cultures and perspectives helps them relate more and become more efficient in what they do. With the generalist roles and high responsibility, subjects mentioned, that their roles require them to be more effective in open communication as well. When asked about their contribution to teamwork, I2 and I4 even further emphasised their open communication skills.

"It's so okay for someone to say to me that they are struggling or that they don't like me, that they don't like something that I am doing. As long as they're honest, we can find a solution to that." (I2)

Networking abilities were mentioned commonly through the interviews. Interview subjects mentioned their comfort in social environments, often reaching out to people to find solutions. Their extraversion combined with the generalist role expectations to find solutions through interpersonal relationships make for better networkers who can hone their skills in their everyday position. When asked about their contribution to teamwork, I3 mentioned that she contributes by providing a “*better idea to reach out*”. I5 and I1 on the same line emphasised their contribution as involving and bringing people together. I10 mentioned her collaborative and mediation skills as strengths.

“And I guess I bring people together often.” (I1)

Passion is essentially related to emotional responsiveness, sensitivity and emotional reactivity. All interviewees were perceived to be emotionally responsive (Agreeableness) and I1, I2, I3, I5, I6, I8, I9 to be reactive (Anxiety). They mentioned drive to be creative and their innovator operational roles provide an environment where creative individuals can thrive and hone their creative skills. Mixed with high emotional sensitivity, all interviewees were perceived as very passionate talking about their goals and projects. Their body language changed, leaning closer to the interviewers (I3), gesticulating more vividly (I5, I3, I2, I9), raising their voice volume (I5, I3, I2, I6, I8) and speed slightly (I4, I1, I5). When asked about their contribution to teamwork, I5, I6, I8 and I9 brought up their passion as a strength.

In a high responsibility-generalist role, interviewees are expected to be able to connect with people, delegate tasks and **motivate** to achieve results. With personality characteristics like emotional sensitivity and responsiveness, interviewees showed deep relatedness when talking about past or current co-workers (I2, I4, I3, I5, I6, I7, I8, I10). The high responsibility-generalist role expectations provide an environment where they can practice and hone their skill in motivation, supported by their passion and open-communication skills. When asked about their contribution to teamwork, I5, I8 and I1 specifically mentioned, that motivating people is one way they feel, they contribute to.

“I become the person being like “we got this” and seeing what competencies we have and starting to brainstorming.” (I4)

4.3.2 Shortcomings

Scattered focus seems to be a significant problem for some of the interview subjects. Interviewees explained, that in most situations they are very spontaneous. With generalist, investigator and innovator role expectations, they have the freedom to venture and try new things. However, spontaneity can be a shortcoming when situations require focus and dedication for an extended period of time. When asked about their shortcomings, I4 explained, that saying yes to all new projects can become a weakness if taken to the extreme. I2 admitted, that she considers her scattered focus and lacking structure her biggest weakness.

“I need a certain focus. That is probably my weakness yes, there is no structure.” (I2)

Being **overly emotional and impulsive** is a pattern from the researchers’ perspective that appeared throughout the majority of interviews. Interviewees mentioned high emotional sensitivity and responsiveness to co-workers. Their reactivity combined with their eagerness to explore and try new things potentially makes them impulsive. When asked about their shortcomings in teamwork, I1 admitted, that she is very emotional, and she considers that her biggest shortcoming. I8 pointed out how difficult it is for her to take negative feedback, how devastated she can become after receiving criticism. I3 also explained, that she was still struggling with trying to fit in, which prevents her from rationally accessing her work situation at times. I7 explained, that her self-doubt is what she considers her biggest shortcoming. I4 said, that his spontaneous nature is a strength, however, when he takes it too far, jumping into new projects impulsively, it becomes his biggest weakness. I6 elaborated on his emotional sensitivity as a weakness forcing him to avoid conflicts instead of facing them.

“I am very emotional. So, I think that’s my shortcoming that sometimes I should not think with my emotions but rationally.” (I1)

If the environment or co-workers don’t support spontaneity, spontaneous and anxious individuals can struggle with **impatience**. When asked about their shortcomings in teamwork, I6, I8 and I5 admitted, that they are very impatient, often wanting to get things done fast, and if I5’s partners’ working speed is slower she gets frustrated. I1 mentioned that her co-founder’s working speed is much slower, which makes her frustrated because she prefers making things happen fast.

“Yes. I think my impatience. Sometimes I really want things to be done. But I need to understand, that some things cannot be done right away.”

(I5)

I9 and I10 weren't able to define their own shortcomings.

4.3.3 Satisfaction generators

While contributing to their startups, the interviewees showed to be very **goal-oriented** when it came to what generates satisfaction for them. I7 and I9 are moderately **result oriented** as they want to prove themselves when they work. I1, I3, I4, I5, I6, I7, and I8 showed to be result-oriented; specifying needs to see results to gain satisfaction. I4 is a trouble-shooter as he wants to see his purpose in his objectives being fulfilled. I3 and I5 answered that they are satisfied when they have resulted from their responsibilities. I10 could not identify any specific satisfaction generators. I2 was more process-oriented and gains satisfaction through the process.

“I need to have a result: it can be smaller than I expected, but it needs to be something.” (I5)

I1 mentioned she gained satisfaction while talking to new people, trying new things, and having **freedom to be creative.**

“If I know that I have the freedom in a certain job. If I can be creative and try new things I haven't done before, and if I can talk to new people in general.” (I1)

With the operational roles providing freedom to fail, it makes it easier for the interviewees to investigate new possibilities by **trying new things** and exploring their creativity. Without the fear of failing in investigating wider possibilities, I4 says he can contribute to his strongest abilities as the visionary role. I2 mentions she feels free to explore her creativity and manifest accountability of learning from failures with her team:

“I want to be able to fail. Because that's how you get innovation, that's how you get creativity or even accountability. Personal accountability. If you had your idea and you failed, try a new idea.” (I2)

4.3.4 Teamwork

In the context of behavioural roles, the interviewees work best in roles that involve **external communications**, **taking action**, and **motivated integration**. I3's role is dependent on her ability to successfully communicate with potential clients and educating them on the startup's products. Meanwhile, I1's role in networking and communications had a direct impact on the startup's most recent milestone of acquiring and negotiating for a product packaging warehouse.

“Getting to the point to finding the warehouse is literally calling a bazillion of people that will always send you a quota which is way too high.” (I1)

I5, I6, and I9's need to multitask and take action quickly were consistent through their interviews. In line with their anxious and spontaneous personalities, I1, I2, I3, I5, I6, I7, I8 all felt the need to do things.

I don't like talking too much about stuff. I'm more of a doer. Like, I just want to do stuff. (I3)

When the interviewees were asked about their approach to group work, we found the roles they took on involved open communication, task delegation, and motivating their groups' members to cooperate as teams. I3 and I9 say they take on the role of task delegator after a strategy and list of tasks have been constructed. I5, I8 and I10 preferred to take on the role of mediator and monitor equal and productive integration of their teammates while making sure no one is left feeling overpowered or excluded from the activity. I2, I4, I5, I6, I7 and I9 would bring a groups' competencies together with the goal of integrating everyone equally and get group tasks done. I1 appreciates working in a group because it brings validation to her new ideas and motivates herself to work with her teammates.

“Not only focusing on what people are good at, having everyone involved because there's more value in multiple perspectives when tackling a challenge.” (I4)

4.3.5 Behaviour in stress situations

During the interviews, subjects were presented with 2 separate stress scenarios. They were asked to elaborate on how they would feel, how they would react in those specific situations. Based on psychological characteristics elaborated on in chapter 4.1, the researchers' perception was, that the interview subjects are emotionally sensitive, responsive and reactive. I2 explained, that she panics for a short time and then strategically deals with stress to become productive. I3 implied, that her emotional involvement to fit in is a stress factor she struggles with currently, but when it comes to action, she confronts issues that come her way and takes them on. I5 talked about her self-development journey, working on her impulsive emotional reactions. She mentioned that in particular stress situations she just leaves the room to walk and gets back when she was able to let go of some steam. I9 mentioned that she copes well with stress situations, but in the past was very stressed about unexpected turn of events. I6 even added that he is still very sensitive to stress and constantly monitors his anxiety to manage his health. I7 mentioned that just like I9 she handles stress relatively well, though dishonest environments still faze her. The least affected by entrepreneurial stress stimuli was I10. I1 mentioned when confronted with a stress situation, that she stresses right away, but the pressure eventually drives productivity in her case. Lastly, I4 and I3 agreeingly pointed out, that everyone in their opinion perceive stress differently, and not all situations feel similarly stressful to everyone. I4 explained, that a stressful scenario for him would be a long and slow process with long term deadlines.

Some forms of pressure however have been indicated to be beneficial to drive productivity and effectiveness. As I3 explained, there is a difference between reasonable and unreasonable pressure. Under reasonable pressure the interviewees reported higher productivity and efficiency. I2 talked about being more effective when the deadline is approaching. I1 mentioned, that she loves pressure, because sitting still, and being in a routine drags her down, and pressure in her business makes her keep moving forward. I5 explained, that the right amount of pressure is very beneficial, and she believes she works well under pressure.

“I stressed but a bit of stress and that is good. Not so much and I work really well under pressure.” (I5)

All interviewees reported different techniques and methods they use to deal with stress. I4 breaks his long and slow operations down into shorter more stressful situations for himself. This way, he creates shorter periods under pressure, boosting his productivity while allowing

him to avoid situations perceived stressful by him. I2 consciously balances her life, paying attention to sleeping, eating and working out. On the other hand, if a meeting is too slow and without fast results, I5 leaves the room and consciously takes herself out of the perceived stressful situation. I7 and I9 patiently wait out the stress, trying to relax, breath and take things easy in that particular moment. I10 when finding herself in a conflict situation, which is the biggest stressor for her, methodically discusses the issue with every participant to restore peace before leaving work. I6 consciously monitors his stress level and evaluates how much work he is able to take on to avoid future panic attacks. I8 even took a workshop on how to handle stress and move on as fast as possible, by allowing to internalize the feeling and then let it go fast. Finally, I3 and I2 mentions the importance of a support system that can balance them when they feel unrealistic stress.

“I think all entrepreneurs should know that sleeping well, eating well, and working out are key things.” (I2)

4.4 Perceived differences from monocultural co-workers

4.4.1 Divided focus

The interviewees displayed shared patterns of scattered focus and jumping from one task to another. I4 said he has learned to have a flexible approach in his startup when needing to develop new skills. I2, I3, and I5 said they are impulsive and impatient when it came to discussions and decision-making because of their need to multitask for focused stimulation. I5 stressed how she prefers to multitask and do *“a lot of things at the same time.”* I2 said that her partner complements her impulsiveness by being the strategizer and organizing team meetings. I9 mentioned, that her spontaneous nature, multitasking and focusing on different things in rapid succession is a big difference between her and her monocultural husband who prefers to focus on 1 thing at a time.

“I noticed from my husband; he can only do one thing at a time. But I have to do like 10 things at a time. So, I like doing different things at a time. I spend five minutes on this one, then I can have a cup of coffee and do something else. But that's just the way I am” (I9)

4.4.2 Networking

The interviewees took on networking roles within their startups. Their main purposes for networking were to contact external sources to get tasks completed, finding wider possibilities for growth, finding financial capital, and to build relationships with potential clients or partners. In the ideation phase of I2's startup, she resorted to talking to people to see what the product could be. I1 mentioned she has roles that involve her communicating with many people outside of the startup to schedule meetings and gain resources while her partner would not take on that role, but instead would work on technical activities for the business. I5 was the only cofounder active in the incubator for her startup, where she communicated with external partners and sought financial capital.

“So, I am always the one who goes out and sets meetings and talk to a bazillion people I guess, and she would never do that. She will always say this is what I need to do, I'm gonna structure it in a way that I can do it and even if it takes two week, she will focus only on that and do it for two weeks.” (I1)

4.4.3 Fast process speed

From the interviewees' perspective, one main point of differentiation from their monocultural co-workers, was their fast process speed. When asked to compare their work process I1 mentioned, that at first, she was annoyed with her co-founder, seeing her thorough process approach as slow. She pointed out, that she is very action oriented and has an internal drive to deliver fast and prove herself. Her approach is, to get things done fast, involving many people, while her multicultural co-founder's approach is rather to take on one element and do it thoroughly, no matter if it takes a long time. I2 also mentioned the difference in process speed. She explained that her monocultural co-founder prefers to take time and consider the appropriate reaction to a situation. As I2 elaborated, she often got frustrated preferring to take action and *“go full speed ahead.”* I3, when asked if she noticed any differences in the way she works compared to her monocultural co-workers, she feigned frustration and explained, that she is very action oriented while her co-workers often talk things through and hold long, sometimes multiple meetings to make a decision. I5 in line with previous findings explained, that one of the main stressors is the difference between her and her monocultural co-founder in process speed. She prefers taking action fast and move with the same speed through the project.

She mentioned that she is the one who drives the meetings to be faster while others are taking their time to talk and think things through thoroughly. I9 when asked to elaborate on the differences between her monocultural husband and co-founder, she emphasised her impulsive fast decision making while her husband thinks things through and analyses on a regular basis.

“I work very fast and that’s the case always... I’m kind of like full speed ahead... He is more the let’s sit down and talk about it person. He is like, ok, let’s stop and think an extra time, and I am like What? Think? Do!” (I2)

5 Discussion

This chapter discusses the result found and presented above in four sections, linking the empirical findings to entrepreneurial and multiculturalism literature, and propounds subject areas for future research.

Personality

In terms of personality, a consistent pattern of tender mindedness, anxiousness, spontaneity, extraversion and openness was identified in all multicultural interviewees. Reflecting the literature on entrepreneurial personality, the appearance of high social uninhibitedness and openness to new experiences as entrepreneurial traits (Zhao, Seibert & Lumpkin, 2010; Zhou et al., 2018), appeared to be characteristics of all entrepreneur subjects of this research. Similarly, emotional sensitivity as an entrepreneurship supporting characteristic (Zhou et al., 2018) was observed in the entire sample. While it is unclear, if the found traits are a result of multiculturalism, the observed open mindedness and breadth of interest are consistent with Leung and Chiu's (2010) findings on the creative and innovative abilities of multiculturals. Further, supporting Roccas and Brewer's (2002) findings on multiculturals' complex social identities, subjects showed strong relatedness and sensitivity towards other members of the new venture indicating high empathy.

However, multiculturals subjects were found to be spontaneous and emotionally reactive. They might experience higher levels of stress daily and have a harder time processing stress than the entrepreneurial persona indicates from literature (Zhao, Seibert & Lumpkin, 2010; Zhou et al., 2018) which should have hindered them becoming entrepreneurs in the first place. On the other hand, entrepreneurial environment characteristics could have distorted the results showing characteristics of a stable person in a stressful environment rather than an anxious person in a stressful environment. Contrary to the conscientious entrepreneurial persona theory (Zhao, Seibert & Lumpkin, 2010; Zhou et al., 2018; e.g. Bird, 1988; Krueger, Reilly & Carsrud, 2000) all interviewees classified themselves as spontaneous. However higher cognitive complexity developed by internalizing multiple cultures (Brennan & Thomas, 2010) might have provided them skills of flexibility to change perspective and adapt to volatile environments fast. Which

seems as unstructured goal pursuit from one, might just be faster processing time from another perspective.

Operational role expectations

Through the findings, we were able to find that multiculturals took on operational roles of generalists, innovators, and investigators while having high levels of responsibility complimented with high needs for freedom. These roles shared characteristics of effectuators, particularly the four principles of effectuation (Sarasvathy, 2001).

In context of investigators, networking and contacting external sources can be seen as forms of searching for and creating strategic alliances. (Sarasvathy, 2001) Our interviewees were heavily dependent on exploring their networks to solve obstacles and search for resources such as financial and human capital.

Our interviewees showed conscious dependence on freedom to fail, with the opportunity to learn and adapt to these failures. In respect to the first principle of effectuation by Sarasvathy (2001, pp. 18) “affordable loss, rather than expected returns,” multiculturals are free to explore possibilities for their startup without steering from their spontaneous and fast acting personalities. With freedom to be creative and freedom to fail, multicultural entrepreneurs have the opportunity to make affordable losses and expect only the returns of growth and development.

As mentioned earlier, entrepreneurial environments are fast growing and require high adaptability to sustain new ventures. (Shane & Venkataraman, 2000) Multiculturals can adapt faster to changes and new environments through the skills they’ve gained through more systematic processing of social cues (Brennan & Thomas, 2010) and our interviewees showed to be flexible to change, which is an essential skill in the uncertain environment of a new venture.

Behavioural roles

To analyse behavioural roles of multiculturalism in new ventures, interviewees were asked to elaborate on their strengths and weaknesses. Based on the personality characteristics and operational role expectations, multicultural subjects listed *new idea generation, open communication, networking and passion as ways they can contribute* to teamwork the most. As *shortcomings, scattered focus, impulsiveness and impatience* were mentioned the most. These findings support Leung and Chiu's (2010) claims on skills in idea generation and creativity while the fact that they have taken on roles involving creativity supporting processes can be explained by their exposure to multiple cultures (Leung & Chiu, 2010). Fostered by high freedom to fail in their respective entrepreneurial environments, creativity and idea generation are essential elements for their innovation processes. Interviewees' emotional involvement and spontaneity represent positive and negative effects depending on the scenario. While their passion is essential to drive projects and motivate co-workers, their emotional impulsiveness can become a drawback when they have to deal with the everyday stress Zhou et al. (2018) elaborated. Multiculturals in this study utilized their urge to act, to adopt flexibly to the changing environment fast as Brennan and Thomas (2010) suggested. They not only spotted opportunities thanks to their openness, but they admitted, that they acted on them, trying to exploit those opportunities fast as well. However, their divided focus was highlighted, as a significant shortcoming when it comes to pursuing long term goals insistently, agreeing with Zhao, Seibert and Lumpkin's (2010) findings.

Results suggest, building on their extroversion and complex social identities (Roccas & Brewer, 2002) interviewees developed high cultural sensitivity, which allows them to *connect with external group members easier*, aligning with Laskham's (2013) conclusions. While literature on the entrepreneurial persona suggests that high levels of extraversion and agreeableness make better entrepreneurs (Zhou et al., 2018), theory doesn't exclude the possibility of multiculturals being more efficient in connecting and understanding people than monoculturals which in return could make them more likely to succeed as entrepreneurs.

Through our findings we found that multiculturals are *result-driven and goal oriented*. The needs for achievement and to prove themselves may be personality traits that make them more likely to become entrepreneurs (Zhou et al., 2018; McClelland, 2010; Rauch & Frese, 2000). It is not clear whether this is a multicultural trait or not, but with results of their direct actions,

interviewees are able to witness their perceived success and failures and allow these results to validate their actions.

Findings showed that interviewees took on actions involving interpersonal relationships which could be a result of their personalities and their generalist/investigator operational roles they are active in. Their complex identity representation, gained through internalizing two or more cultures (Roccas & Brewer, 2002), may perceive them to be more trustworthy and just (Lakshman, 2013). This could be why they are comfortable and effective in taking on these operational roles that involve networking with external sources, motivating team members, and mediating team operations. These qualities of openness and cooperativeness are essential to be effective in entrepreneurial leadership (Cunningham & Lischeron, 1991; Leitch & Volery, 2017).

Research also found that interviewees preferred taking fast action when operating. Could this be because their cognitive complexity helped them to be more flexible and adapt faster to change (Brennan & Thomas, 2010)? Or it could be because of the individual psychological traits that make people more effective entrepreneurs (McClelland, 2010) regardless of their cultural identities. With entrepreneurial environments constantly changing (Shane & Venkataraman, 2000; Schumpeter, 1934), the need to adapt and react fast becomes essential for the survival.

Findings suggest that interviewees are sensitive to stress fluctuation, some of them having serious physical symptoms like panic attacks while others have experienced milder cases of anxiety which could make them less effective in entrepreneurial environments (Zhao, Seibert & Lumpkin, 2010; Zhou et al., 2018). To deal with sudden and ongoing anxiety, subjects conscientiously adopted various methods such as paying attention to their eating and sleeping habits, monitoring their stress levels, managing their workload and weekly workouts. Similarly, to Shepherd's (2003) suggestions on how to deal with failure, interviewees explained that they note their feelings and reactions, and they try to process them to move on as fast as possible after.

Perceived differences from monocultural co-workers

Some interviewees provided information on their monocultural co-workers in regard to operational roles, cultural backgrounds, and work processes. The ones who elaborated on the differences in working processes mentioned *divided focus, networking preferences, and process speeds* as main points of differentiation. With the information provided by the interviewees, it is implied that the roles taken on by each member in the startup ran parallel to each other, where multiculturals would take on more generalist and investigator roles, and their monocultural team members took on specialist and implementer roles. From a multiculturalism point of view, openness and flexibility (Brennan & Thomas, 2010) could be possible explanations for their divided focus, while their openness, empathy, and extraversion (Lakshman, 2013; Roccas & Brewer, 2002) could explain their attraction to roles heavily dependent on interpersonal relationship. However, apart from multiculturals' adaptability and flexibility skills, social science literature has yet to present why our interviewees have perceived to have faster working processes than their monocultural co-workers. These characteristics are beneficial for startups that require fast adaptation as mentioned earlier by Shane & Venkataraman (2000). Scattered focus presents opportunity for broader knowledge, raising the chance of opportunity recognition (Gabrielsson & Politis, 2012), however, it does not guarantee these opportunities will be recognized and pursued. With their fast processing speed and motivated networking, it makes it easier to pursue these opportunities fast and facilitate faster adoption of solutions with their team.

6 Conclusion

The aim of this study was to explore behavioural roles of multiculturals in new ventures. Behavioural roles were defined as the attitude and behaviour individuals take up when they work in teams influenced by their personality and team role expectations. Earlier studies in social science emphasized the unique adaptability, flexibility and creative skills multiculturals possess (Brannen & Thomas, 2010), that match closely to the traits entrepreneurship studies found making up entrepreneurial persona (Zhou et. at., 2018). Firstly, we examined the personality characteristics of multiculturals, and team role expectations connected to their operational roles in their respective startups. We then investigated their strengths, shortcomings, their behaviour in stress situations and their approaches to teamwork. With the findings, we were able to create behaviour profiles for the subjects. The findings showed our multicultural interviewees shared common personality and behavioural patterns navigating in entrepreneurial environments.

Multiculturals displayed common patterns of anxiousness, spontaneity, extraversion, openness, emotional sensitivity and responsiveness. Apart from their spontaneity and anxiousness, their characteristics align with the entrepreneurial persona traits that can potentially influence them to become successful entrepreneurs (Zhou et al., 2018). In regard to team role expectations, multiculturals took on roles with high responsibilities that required processes of generalists, innovators, and investigators with freedom to be creative, to learn from failures, and explore their responsibilities. Based on their personality and team role expectations, their expressed contribution to their startups involved introducing new ideas, communication, networking, passion, and motivating. We found consistencies in shortcomings, namely scattered focus, impatience and impulsiveness which directly relate to anxiousness and spontaneity, hindering entrepreneurial intention. In regard to satisfaction generators in their work, we found that their freedom to be creative, ability to explore new things, and accomplishing goals satisfied them the most. When working in teams, they preferred motivating and integrating with co-workers and taking actions involving external communication. As for their work approach, their spontaneity drove them to be more action oriented rather than spending time speculating possibilities. Though this study showed them having high anxiousness, it also presented that

they adopted individual coping mechanisms to deal with stress and fulfil responsibilities. Interviewees who provided information about monocultural co-workers emphasized their differences in focus, communication and process speeds. Multiculturals had divided focuses and faster processing speeds when dealing with tasks compared to their monocultural co-workers being more thorough and focused in their work processes. Furthermore, multiculturals more frequently took on roles involving networking with external sources to achieve their goals.

Consequently, this study contributes to multiculturalism and entrepreneurship research suggesting, that multiculturalism in an individual could manifest the above-mentioned skills to be developed over time, which in turn could help multiculturals become successful in entrepreneurial environments.

7 Research limitations

The following section presents research limitations that may have an effect on the data received and caused skewed or irregular results during data collection. With only 10 investigations being done and psychology being a subjective field of study, a mixed method approach of quantitative and qualitative research could have been done with more subjects. This would have allowed more data of multiculturalists and their personality traits, operational roles, and behavioural roles to be studied.

Geographical limitations of Southern Sweden made it very difficult to find subjects that fit our definition of multiculturalism. If this study was done in a more culturally diverse setting such as parts of the United States or England, more subjects could have been investigated that fulfilled our definition of multiculturalism.

Another limitation could be gender of the subjects. Of the total subjects of investigations, 80% were women and only 20% were men. This shows a high chance of gender bias in our data collection. Gender biases could be minimized with equal tests of multicultural males and females.

The maturity of the startups may be a limitation as all subjects were working in registered startups of young ages, with exception to one startup. This startup where two of our subjects were working was entering its scaling phase. Individual diversity alone cannot be used to measure a team's effectiveness. Though we are looking for the roles multicultural people play in startups, the personality traits they share, and the roles they feel most effective in, we cannot measure their startups' team effectiveness without the other members involved in the investigations. Including all members of the startups, with identification of individual multiculturalism or monoculturalism, could have decreased the risk of biases.

In the context of behavioral roles, we cannot fully distinguish whether these roles are due to the interviewees being multicultural or born-to-be entrepreneurs. Through our screening process, we can say that these people are multicultural and have individual entrepreneurial traits defined by Zhao, Seibert and Lumpkin (2010).

8 Future research

Based on literature on the entrepreneurial environment, persona and multiculturalism, we found strengths, weaknesses and behavioural patterns that could be explained by their multiculturalism which make them effective in the entrepreneurial environment. Due to the exploratory nature of this study, results are limited to subjective perspectives of the interviewees and the interviewers. However, it raised several important questions that future research can continue to explore.

Firstly, while the study showed patterns of behaviour, it did not give explanation if in fact multiculturalism is the underlying cause for the behaviour of multiculturals working in startups. A more quantitative study in nature could provide an answer to whether there is a connection between multiculturalism in entrepreneurial environments and the observed behavioural patterns on a generalized scale.

Secondly, the behaviours of multicultural individuals in startups can be further explored in regard to the maturity of the startup and industry it operates in, or the age, gender and cultural characteristics their multiculturals possess.

Thirdly, future researchers can include monocultural co-workers as a control group to differentiate between multicultural and entrepreneurial traits. This could better clarify any questions regarding whether or not multiculturals are likely to become entrepreneurs due to their multiculturalism.

Fourthly, this research supports the need to clarify the definition of multiculturalism. If social scientists can reach consensus on its definition, then it would be easier to isolate the effects of multiculturalism influencing multiculturals' behaviours. By better understanding the individual, researchers can explore how that individual affects team performance. In other words, in what ways do multicultural team members influence team effectiveness.

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Appendix A

Preliminary screening questions

1. Introduction of our names, the study programme and the subject and aim of our research/ thesis.
2. Elaborating on the aim of the call, why have we contacted them and if they would be willing to participate in a short survey.
3. Asking the screening questions:
 - a. What culture(s) do you identify with? Do you consider yourself a multicultural?
 - b. Where were you born and raised?
 - c. What are the nationalities of your parents or guardians?
 - d. What cultures do they identify with?
 - e. Do you speak or understand your parents' national language(s)?

Appendix B

Social media post – Invitation to participate in the thesis research

Innovative Entrepreneurs!!!! Diversity is beautiful! In a world full of colours, sexes, languages, etc. it's important to embrace every form of diversity. We are Masters students of Lund University School of Economics and Management who are researching, how a specific form of diversity can help in startup team dynamics: Multiculturalism. Are you or do you know any multicultural individuals working at startups, whose parents have different nationalities or cultures, so they grew up with both parents' culture or are second generation immigrants and grew up in a country separate from their parents' nationalities?

If you are interested in the topic and would be open for an interview between 13th May and 19th May please contact the researchers below at:

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Appendix C

Interview guide

Introduce ourselves

Hello _____. Thank you for accepting our invitation to be interviewed today. First off, we would like to confirm that you consent for this interview to be recorded. The recording is strictly for internal use and transcription purposes. This interview is anonymous. Are you still okay with us recording today's interview?

(yes) Start recording

(No) Do not start recording and begin transcription of interview in the process.

We are Alex and Lilla. We are both studying at Lund University School of Economics and Management in the program of Entrepreneurship and Innovation. We are focusing on New Venture creation and are interested in multiculturalism in startup environments. That's why our thesis topic and research focuses on roles of multiculturals. We are interested today in discussing with you your experiences with working with startups, new venture creation, cultural backgrounds and how you feel they have influenced your entrepreneurial career.

Today's agenda includes your personal and family background (nationality, languages, multicultural experiences) and then we will move on to work related activity such as past work experience, the positions you filled in, roles that you have taken, how these have changed over time, conflicts you experienced and how you dealt with them, decisions and responsibilities that you share, and your perspective and feelings on this topic. We will then end the interview talking about your personality, role preferences, opinions on group work, what makes you happy, and how you deal with stress in a work environment. (High stress, fast changing environment that requires adaptability and resilience)

Are you okay with this agenda and may we begin with our first question?

Let's begin with your Family Background...

Let's begin with your parents and what their cultural heritage including languages they speak, nationalities, and the culture they call their own:

1. Who did you grow up with?
2. Where were you raised as a child?
3. What is the nationality of your father?
4. What's the nationality of your mother?
5. What are the languages your father speaks?
6. What are the languages your mother speaks?

Personal background

1. How old are you?
2. What languages do you speak?
3. How did you learn those languages?
4. What culture do you identify with?
5. Do you consider yourself multicultural? Why or why not?

Entrepreneurial background

1. How did you find out about entrepreneurship?
2. What made you interested in pursuing a career in entrepreneurship (Attractiveness)?
3. Do you have any past experiences with startups other than your current one? (if yes, follow with the next question. If no, jump to next section)
4. What was the start-up and what was your official position? (Elaborate industry and main operation)
5. How long did you work with this start-up?
6. What were your responsibilities/activities and the area of business you were responsible for?
7. Did you choose to take on these roles or were they assigned to you? By whom?
8. How did you feel about those roles and responsibilities?

Work Activity Related (Roles, Decisions, Conflicts)

1. What is the current startup you are working with?
2. How long have you been working here?
3. How did you come up with the idea? (see if there is any cultural relatedness)
4. What is your official position?
5. What are your responsibilities, activities, and areas of business you are responsible for? (plus, overlapping roles)
6. How do you feel about responsibility in general? (Attracted or avoiding)
7. Tell us about the most recent milestone the startup has reached and what was the process like leading up to it?
8. What were the main decisions you had to make in this process?
9. How did your decision-making process look like? (Veto, consensus, etc)
10. Who made the decisions eventually?
11. How did your team come up with this decision-making system?
12. Are you satisfied with it? If so, why?
13. Was there anything that surprised you in this process? Elaborate.
14. Do you believe that could have been affected by your culture?
15. Were you the only person of your culture in the team?
16. What are some conflicts you've experienced working with this start up?
17. Why did the conflict arise and what did it entail?
18. What was your first reaction and how did you feel about it?
19. What steps did you take to overcome the conflict and how did you solve the conflicts eventually?

Personal

Please complete the following sentences with an open-ended response.

1. (Strengths) What I believe I can contribute to my team is _____.
2. (Shortcomings) If I have a possible shortcoming in teamwork, it could be _____.
3. (Satisfaction) I gain satisfaction in a job, because....
4. (Approach to group work) My approach to group work is _____.
5. (Group Work Scenario) *You participate in an innovation workshop event and during the second half of the workshop they spontaneously introduce a new exercise where you are assigned to a group. You have 1 hour to create a sustainable prototype out of plastic waste materials. What is your first reaction to this? What do you expect from your new team? What do you do?*

6. *(Stress Scenario) Imagine you and your team have just released a new product idea that is solving climate change. Your company is about to make an agreement with a potentially huge investor, and you decide to double check the requirements she needs. In the process, you find out you that your team mistook the deadline and the meeting is coming up in two days, rather than two weeks as anticipated, to close the deal. What do you do? (What would be a scenario you find stressful?)*
7. *(Problem-solving Scenario) You are in a business with a married couple where equity is equally split between all three of you. There is a potential buyer who made a very generous offer. One partner wants to sell the business, but you do not. The third member is prioritizing their marriage over the business. How do you handle it?*

Closing questions

1. Have you experienced prejudice?
2. Do you have anything on your mind in connection with multiculturalism and entrepreneurship that we haven't touched upon and you want to share?

Appendix D

Interview checklist

Topics	
Family Background	<ul style="list-style-type: none"> • Parental culture • Parental language • Parental entrepreneurial experiences
Personal Background	<ul style="list-style-type: none"> • Personal cultural identification • Acquired languages and their source • Upbringing • Nationality
Entrepreneurial Background	<ul style="list-style-type: none"> • Entrepreneurial connections • Attitudes towards entrepreneurship • Past start-up experiences • Functional roles and official positions • Responsibilities, the origin of them and the personal attitude towards these responsibilities
Current Entrepreneurial Experience	<ul style="list-style-type: none"> • Current entrepreneurial experience • Idea generation process • Functional roles and official positions • Responsibilities, the origin of them and the personal attitude towards these responsibilities • The decision-making process, personal perceptions, opinions and conclusions • Unexpected obstacles and occurrences • Conflicts, personal reactions to conflict situations, and tools and processes to handle them
Personal Behavioural experience	<ul style="list-style-type: none"> • Strengths • Shortcomings • Reactions and attitude to group work • Most common behaviour during teamwork • Satisfaction generators • Stress reactions • Problem-solving processes

Appendix E

Detailed explanation guide for the interview guide

The first two sections, *Family Background and Personal Background* provides us control over the preliminary screening survey output, ensuring, that all interview subjects have been correctly identified by one of the researchers as multicultural, based on the criteria. Subjects like parental and own language knowledge, parental and own nationality, place of birth and cultural identification of both parents and the subject. This section covers demographic data.

The third section, *Entrepreneurial Background* helps us explore the interviewee's connection and attitude towards entrepreneurship, with additional information on past startup experiences. This section covers past roles and responsibilities and the interviewee's individual perception and feelings regarding those roles.

The fourth section, *Current Entrepreneurial Experience* explores the roles and responsibilities interviewees have in their current startup, and ventures into topics like the decision-making process in the company, experienced conflicts, and the interviewee's individual perception and feelings. This section closes with the interviewee's perceived differences between themselves and co-workers; particularly if there is any monocultural co-workers.

The last section *Personal Behaviour* serves as a control to see how conscious interviewees are about their personal characteristics that have been explored during section three and four. It aims to deepen the understanding of those personal and behavioural characteristics while exploring further elements that have not been mentioned. This section includes open ended questions about perceived strengths and shortcoming, satisfaction generators and personal group work approach. The section is closed with scenarios presented to the interviewees to probe into their reaction to stress situations and their problem-solving methods.