

**Expanding Approach-Based Measures of Pro-activeness & Innovation for Predicting
Nascent Entrepreneurial Success**

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Abstract

Entrepreneurial orientation (EO) has been addressed in over a thousand studies, primarily as a measurement tool to indicate the entrepreneurial intentions and behaviors of various groups. The constructs which underlie this scale may be an important focus for developing our understanding of successfully growing embryonic firms regardless of entrepreneurial approach. However, the traditional measures of EO reflect a general view of entrepreneurship that is not focused on the various approaches to entrepreneurship that predominate today. What we refer to as the traditional approach to entrepreneurship focuses on rational strategic management planning to reduce the uncertainty involved in start-ups as well as facilitating acquisition of the financial capital needed. We suggest that EO measures based on emergent approaches to entrepreneurship such as bricolage, user entrepreneurship, and lean start-ups are likely to explain greater variance in start-up success than previous measures of EO. We begin by discussing the important role EO has played in the strategy and entrepreneurship literatures. Then we provide an overview of the literature on EO, and make recommendations for enhancing existing measures of the constructs underlying the most commonly used EO scale to further our understanding of why and how innovativeness and pro-activeness correlate with new firm performance. In addition our research may offer insight into how today's entrepreneurs approach starting a company.

Keywords: Nascent entrepreneurs; Entrepreneurial orientation; Bricolage; Lean start-ups.