

ENTREPRENEURIAL SUCCESS: THE EFFECT OF FEAR  
ON HUMAN PERFORMANCE

By

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## Abstract

This study explored the types of fears entrepreneurs' experience, the relationship between fear and business success, as well as some interventions that could be useful for increasing fear management capabilities. This mixed methods research surveyed 87 and interviewed 10 small business owners in the Southwest. The results suggest that fear generates costly behavior that negatively affects the entrepreneur's performance, satisfaction and business success. Additionally, the results showed "fear of not having enough time" as the most common fear. The interviews indicated consulting, coaching and mentoring were useful human performance interventions for fear management by adding perspective and generating new ideas. The results of this study may have implications for entrepreneurs, consultants, coaches, mentors, human performance practitioners, business educators, and any organization supporting economic development through small business growth.

## DEDICATION

This dissertation is dedicated to the Fab 11X Training Department at Intel Corporation. I commend the 47 people who were members of the department between February 2001 and October 2005 who endured all my bright ideas for transforming a conventional training department into a training department focused on human performance improvement. This dissertation is the culmination of a doctorate degree in education that was an equal mix of my efforts to be a scholar and practitioner in the field of Training and Human Performance Improvement in the business environment. All my course work projects had to demonstrate practical application in a real world business setting and the members of the Fab 11X Training Department were cooperative partners in my experiential action research and learning. Three projects in particular made mutual contributions to my studies and the progress of the department: The Test Wafer Coordination Project, the College of Engineering Needs Assessment, and the Training Department HPI Integration Plan. The department manager, group leaders, program managers, instructional designers, training specialists, and systems administrators provided remarkable learning support for this doctoral journey. I also recognize the Factory Managers, members of the Organizational Development Department, the manufacturing supervisors, module team leaders, equipment and process engineers and technicians for their contributions in working with me to accomplish so much progress in such a short period. This dissertation is the capstone of a doctoral degree journey full of tremendous accomplishments and it was made easier, more pleasant, and more inspiring because of the wonderful working relationships with the Intel people of Fab 11X.

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## TABLE OF CONTENTS

DEDICATION	iv
ACKNOWLEDGEMENTS	V
LIST OF TABLES	X
LIST OF FIGURES	XI
CHAPTER 1: INTRODUCTION	1
Introduction to the Problem	1
Statement of the Problem	2
Purpose of the Study	3
Rationale	3
Research Questions	4
Significance of the Study	5
Background of the Study	5
Definitions of Terms	12
Assumptions and Limitations of the Population	15
Nature of the Study	18
Organization of the Remainder of the Study	21
CHAPTER 2: LITERATURE REVIEW	22
Introduction	22
Theoretical Framework	25
Physical Effects of Fear in the Small Business Workplace	37
Nature of Fear	37
Emotional Effects of Fear in the Small Business Workplace	39
Methods of Measuring Fear	44
Performance and Business Success Factors Affected by Fear	45



Interventions to Increase Fear Management Capabilities	49
Summary	54
CHAPTER 3: METHODOLOGY	57
Rationale for Research Design	57
Application of the Mixed Methods Research	60
Research Questions and Objectives	61
Research Design Strategy	63
Population and Sampling Strategy	66
Instrumentation	68
Data Collection Methods	72
Validity and Reliability	74
Data Analysis	75
Limitations of the Methodology	79
Ethical Issues and Expected Findings	81
CHAPTER 4: DATA ANALYSIS AND RESULTS	83
Reliability	84
Descriptive Statistics	85
Results for the Research Questions	89
Findings Across All Subjects	102
CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS	104
Summary of the Study	104
Summary of the Method	105
Summary of Findings	106
Limitations on Application of the Study Results	108
Conclusions	111

Recommendations for Future Research	115
Implications	116
REFERENCES	118
APPENDIX A. ENTREPRENEURIAL FEAR MANAGEMENT SURVEY	137
APPENDIX B. ENTREPRENEURIAL FEAR MANAGEMENT INTERVIEW	142
APPENDIX C. BEHAVIORAL ENGINEERING MODEL	144
APPENDIX D. STATE POPULATION STATISTICS	145
APPENDIX E. ENTREPRENEURIAL FEAR SURVEY RESPONSES	146
APPENDIX F. ENTREPRENEURIAL FEAR INTERVIEW RESPONSES	149

## LIST OF TABLES

Table 1. Fear Survey Clusters and Item Descriptions	19
Table 2. Business Success Factors	20
Table 3. Relating Fear to Success in Terms of Worthy Performance	25
Table 4. Business Success Factors and Descriptions	49
Table 5. Sample Application of the BEM Model for Fear Management Interventions	54
Table 6. Data Analysis Aligned to Research Questions (RQ) and Hypotheses (H)	75
Table 7. Reliability of Survey Instruments	85
Table 8. Demographic Profile of Participants in the Sample	86
Table 9. Demographic Profile of Businesses in the Sample	87
Table 10. Descriptive Statistics for the Common Fears	87
Table 11. Descriptive Statistics for the Business Accomplishment Rating	88
Table 12. Pearson's Correlations Between Fear Clusters and the Level Of Owner Performance, Owner Satisfaction, and Business Growth	92
Table 13. Pearson's Correlations Between Detailed Owner Performance, Owner Satisfaction, Business Growth and Fear Clusters	93
Table 14. Pearson's Correlations Between Fear and Business Owner Demographics	94
Table 15. Pearson's Correlations Between Fear and Business Demographics	95
Table 16. Descriptive Statistics and Anova for Fis as a Function of Owner Ethnicity	96
Table 17. Descriptive Statistics and Anova for Fis as a Function of Tax Structure	97
Table 18. <i>T</i> -Test For Significant Differences for Fis as a Function of Owner Gender	98
Table 19. Descriptive Statistics for Fis Given the Business Location	99
Table 20. Summary Data of Interview Questions 1, 2, and 6.	101

## LIST OF FIGURES

Figure 1. Illustration of a comparison of organizational, systems, and holistic thinking	30
Figure 2. Illustrated sample hypothesis of the study	63
Figure 3. Research process flow diagram	64
Figure 4. Basic approach to data collection and analysis	65
Figure 5. Visualization of datacollection matrix	79
Figure 6. Scatter plot regression line and 95% confidence interval for FIS and BAR1	90
Figure 7. Scatter plot regression line and 95% confidence interval for FIS and BAR2	91
Figure 8. Scatter plot regression line and 95% confidence interval for FIS and BAR3	91
Figure 9. Regression least squares means for FIS for business location	99

## CHAPTER 1: INTRODUCTION

### Introduction to the Problem

There has been a growing awareness that fear has an extraordinary effect on the quality of human performance in the workplace (Briksin, 1996; Garcia-Zamor, 2003; Gerst, 1995). If this reasoning about the human condition is valid, then improving the entrepreneur's capability to manage his or her own fears may have a high probability of increasing small business success. Additionally, the discovery of empirical data related to this type of human condition would hold significance. Therefore, this study adds to the body of knowledge by exploring (a) the fears of entrepreneurs, (b) the relationship of fear and business success, and (c) the type of interventions that can improve the performance of entrepreneurs for managing their fears.

A brief insight into the relevant discussions in the current literature was called for before adding to such knowledge. Several professionals (Blanke, 2004; Buck, 2004; Helms, 2003; Stern, 2004; Tebbutt, 2005; Thongsukmag, 2003; Weinberg, 2004; White, 2004) suggest that the capabilities of entrepreneurs to manage their fear are a major contributing factor to business success. Still others assume that a causal relationship already exists between fear and poor workplace performance, and now popular texts are promoting numerous strategies for overcoming or minimizing the effects of fear in the workplace. Yet there were no studies found to examine the effect of fear within the context of entrepreneurial success. As a descriptive study, this research did not expect to close the gap on how fear affects success; rather, this study expected to narrow the gap by examining the relationship of fear to entrepreneurial business success and to lay a

foundation for further study into this phenomenon. This practical examination first required a coherent statement of the problem.

### Statement of the Problem

There is little known about the relation of fear to entrepreneurial success or what types of performance improvement interventions might be used to improve the performance of entrepreneurs to manage fear and enhance business success. Hareli, Shomrat and Biger (2005) examined fear as one emotion related to employees who were failing and determined that, “The role emotions play in the explanation of failures is an understudied issue both in social psychology and organizational research” (p. 663). Whereas, behaviors such as taking initiative, taking risk, developing innovation, and being in action are among the strongest entrepreneurial characteristics related to success (Runyan, 2005), fear is a powerful emotion that typically contributes to the inability to make progress toward goals. Further, Brun de Pontet (2004) warns that fear, in terms of feeling threatened by potential failure, anxiety, self-doubt, and rejection is one of the reasons for minimal achievement, stagnate progress, and possible business failure. The issue with fear, then, is that it leads to avoidance behavior and inaction, and without action, there is no success (Herron & Robinson, 1993).

There are various business services available as performance improvement interventions to maintain progress toward goals and address the emotional and psychosocial needs of business owners. These services include consulting, coaching, mentoring, and personal transformation work. However, it was unknown whether entrepreneurs perceive these types of performance improvement interventions as helpful

in increasing their business stamina and performance for managing fear related behavior, and ultimately contributing to the overall success of the small business.

### Purpose of the Study

The purpose of this study was to explore whether fear plays a larger role in limiting business success than previously recognized, so that interventions can be put in place to close the gap to improve the performance of entrepreneurs to manage fear. This study identified the most common type of fears entrepreneurs have, the relationship of the fear on human performance and business success, and the type of performance improvement interventions entrepreneurs have effectively used to develop their abilities to manage their fears and increase their success in the small business environment.

An expected outcome of this study was that if fear affects workplace behavior and plays a significant role in workplace performance, then it would be important for entrepreneurs to understand how fear can limit their business success. With this understanding, they could seek access to appropriate interventions to close gaps in their fear management capabilities and maintain progress toward goals that promote business success. The ultimate aim of this study was to integrate findings into a set of conclusions about the relationship between fear and business success and the perception of business owners regarding the effectiveness of various performance improvement interventions.

### Rationale

This study expected to be one of the first academic studies to suggest if fear is a significant barrier related to the success of small businesses. Furthermore, this research proposed to add to the scholarly research in the field of human performance technology

and organizational development and management theory by augmenting the limited and speculative research on the subject of fear in the small business workplace.

### Research Questions

This study explored the following questions and associated hypotheses:

#### *Questions*

1. What are the most common business-related fears reported by entrepreneurs?
2. What is the relationship between business-related fear and small business success?
3. What is the relationship between the most common business-related fears and the demographic characteristics of entrepreneurs?
4. How do entrepreneurs perceive the effectiveness of human performance improvement interventions such as consulting, coaching, and mentoring in increasing their fear management capabilities?

#### *Hypotheses*

1. There is no relationship between the level of perceived fear and the level of owner performance, owner satisfaction, and business growth.
2. There is no relationship between the level of perceived fear and business owner demographics (owner age, experience and education).
3. There is no relationship between the level of perceived fear and business demographics (age of the business, number of employees, annual sales).
4. There is no relationship between the level of perceived fear and business owner ethnicity.
5. There is no relationship between the level of perceived fear and business tax structure.
6. There is no relationship between the level of perceived fear and business owner gender.
7. There is no relationship between the level of perceived fear and business location.



## Significance of the Study

A comment from Stern (2004) highlights the direction of this study. Stern suggested that fear may be one of the most significant factors affecting management performance. Furthermore, an intuitive leap made in popular trade press is that fear has an adverse effect upon individual performance, organizational performance and business success. Yet there were no studies found that specifically addressed the relationship of fear or other emotions to small business workplace performance. The role of emotions in the success of businesses is an issue that has not been studied enough in relation to entrepreneurial success (Hareli, Shomrat & Biger, 2005).

This exploration of the relationship of fear to small business success should be of significance to entrepreneurs, business managers and leaders, as well as government and private investors in small business who have a stake in increasing the return on the investment of time, money, and energy expended on small businesses. Additionally, this research should be of interest to consultants, executive and personal coaches, educators and other small business support providers seeking to develop interventions to increase entrepreneurial performance and business success. Finally, human performance practitioners should find the results of this study useful for providing their clients a framework for understanding how fear could serve as a barrier to business success.

## Background of the Study

Since the 1981 study commissioned by the U.S. Department of Commerce (Dickinson, 1981), the U.S. Government has recognized that education and training are critical for business survival and growth, and the most critical need is to improve management capabilities. As an outcome of the 1981 study, there has been an increase in

the number of business support programs, and government initiatives focused on providing services that increase the success of small businesses (Alden, 2000). However, these programs often focus on technical management skills related to financial planning, resource management, and implementing technology, and very few programs have developed interventions to increase the entrepreneur's emotional capabilities for managing fear and adapting to crises (Levenburg, Lane, & Schwarz, 2006). Here, in the emotional realm of human performance, is where fear resides and it could be the key factor that has been overlooked which might address the problems of deficient technical managerial capabilities, and ultimately business success. Keats (1983), supported by Torres (2002), states that business education and support agencies must take a more holistic approach to improve the owner's managerial skills, personal and professional development, and sharing experiences to ensure the growth of small businesses.

Harting (2005), along with several others, suggests that the knowledge and experience of the business owner are key human performance factors that have a positive effect on increasing the probability of business success (Chowdhury & Lang, 1993; Cochran, 1981; Gaskill, Van Auken & Manning, 1993; Haswell & Holmes, 1989; Kennedy, Loutzenhiser & Chaney, 1979; Otterbourg, 1989; Worthington, 1984). Additionally, Drucker (1985; 2001) identified the characteristics of entrepreneurs, such as innovation, as a critical factor necessary for the growth of a company. The ability of entrepreneurs to pursue and manage growth is also important (Lumpkin & Dess, 1996; Sexton & Upton, 1991) along with increasing leadership knowledge and capabilities (Penrose, 1995; Timmons, 1999).

This research proposed that besides increasing business owners capabilities through training and education of technical skills, the work satisfaction and emotional needs of entrepreneurs must also be considered because of the potential effect these needs have on business growth and success. More specifically, this study explored small business owners' fears, related to workplace stress, anxiety, and self-doubt, as a factor that could create barriers to entrepreneurial success. Reducing the gap of business owner knowledge and experience by improving entrepreneurial fear management capabilities was seen as a challenge that could be addressed within the field of human performance technology.

#### *Increasing Business Success Through Human Performance Technology*

Analyzing and improving human performance systems have been the focus of human performance technology (HPT). HPT is a specific field of study born out of systems theory, which includes using a systematic problem solving approach to conduct analysis and propose interventions (solutions) for any system involving human behavior in which people perform goal-oriented activities (ISPI, 2006). Gilbert (1996) suggested that any goal-oriented system involving humans, such as a business organization, could be improved and maximized for success by engineering specific performance factors.

Gilbert's (1996) Behavioral Engineering Model (BEM) recognizes both the business needs of an organization as well as the psychosocial and emotional needs of the individual (Brethower, 1982; Chevalier, 2003). The BEM outlines the essential elements of all human performance as falling into two categories: (a) environmentally controlled factors (information, resources, and incentives); and (b) individually controlled factors (motive, capacity, and skills) (Chevalier, 2003; Gilbert, 1996; Hampson, 1995).

Systemically examining human performance in terms of the needs of the entrepreneur and the environment is a prelude to looking at human performance holistically.

### *Role of Holistic Thinking and Human Performance Technology*

Like a variety of other sciences (physics, biology, sociology, medicine, religion, psychology, and philosophy), human performance technology is based on systems theory (ISPI, 2006). Tesone (2003) describes systems theory as a holistic paradigm that can be applied to the areas of business education and managerial practice. Holistic education is an established alternative trend in college programs that takes a more balanced approach to develop human potential by cultivating the relationships among many aspects of development including the intellectual, physical, spiritual, emotional, and social domains (Bobo, 2003; De Souza, 2000; Martin, 2002; Vaill, 1991).

The holistic business model has been used to orchestrate the interactions between entrepreneurs, applications, technologies, and related processes which, when combined, improved business performance and increased the value to customers (Pucinelli, 2003). Daniels and Mathers (1997) suggest that when seeking human performance interventions it is more fitting to view business organizations as complex living organisms that require consistent nurturing of the many interdependencies between the environment and people.

Within this study, the theoretical foundation of a holistic thinking approach to human performance improvement was examined as it relates to fear and entrepreneurial success. This integrated approach to education and business deepens the application of systems theory to include the psychosocial factors of wellness in mind, body, emotions, and spirit and can add insight into how negative emotions, such as fear,

could contribute to gaps in human performance in the workplace (Harder, Robertson & Woodward, 2004).

### *Human Performance Gaps in Business Success*

Improving the performance of entrepreneurs and enhancing small business success in the U.S. is a topic of continuing research. Watson and Everett (1996) state that, on average, two out of three small businesses fail in the first year and this has been consistent over the past three decades. Although the business success rate improves slightly in years 2-5, it is commonly accepted that two out of three is a high failure rate.

From a human performance improvement perspective, any system with such a low success rate should show that some underlying root causes exist which could be explored to reveal a significant potential for improvement (Gilbert, 1996). The human performance technology (HPT) process model is useful in analyzing the needs of the system, identifying the gap between the current and desired outcomes, designing interventions to address the cause of the gap, implementing these solutions, and evaluating them in terms of system effectiveness (Brethower, 1982; Chevalier, 2003; Mager & Pipe, 1984). Applying both the HPT process model and the BEM classification model should lead the human performance practitioner to identify and evaluate the customers and stakeholders. Then the models could help identify the gaps within the system, and explore which interventions would be effective in closing the gap if fear was determined to be one of the root causes restricting small business success.

The literature included in chapter 2 provides insight on how the BEM model may be useful for recommending relevant interventions for fear related gaps in entrepreneurial human performance. The BEM model is scalable and can be effective at the federal, state,

and local levels to determine what systemic interventions would have the most positive effect for increasing business success (Tosti & Jackson, 1995).

### *Measuring Business Success by Counting Failures*

Small business success rates are not measured; they are derived as an outcome of statistics on failure rates. The latest U.S. Department of Commerce data suggests that on average 67% of new businesses do not make it through the first five years (Dickinson, 1981). Based on the Minnesota Department of Economic Security research summary, Knaup (2005) reports a slightly lower figure, across all industries, of 66% surviving through the first two years, and 44% surviving through year four. However, Watson and Everett (1996) and Headd (2003) caution that it is difficult to get experts to agree on a definition of a small business failure because there are no formal reporting requirements for small businesses regarding their economic performance. Therefore, success rates are often speculative.

Although the U.S. small business failure rate is lower than the 80% reported for Canadian and European countries (Clayton, 1989), the U.S. has a 67% overall and 50% first year failure rate of companies with employees. Because these figures are averages, depending on the sector and size, some U.S. businesses can have much higher failure rates comparable to the Canadian and European markets (SBA, 2006). For example, African American owned enterprises have the lowest success rate of any ethnic business group (Hocker, 2005). Additionally, because rural small businesses have a more difficult time gaining access to resources, their failure rates are higher than the U.S. average (SBA, 2006). The causes of the business success gap are the subject of continuous research.

Lack of funding support, where the money runs out before the business can pay for itself, has been the one reason consistently cited by U.S. government agencies for lack of business growth and success (SBA, 2006). However, Stern (2004) is supported by many others in the business industry when he states that perhaps the greatest threat to new small business survival is fear and lack of well-being (Blanke, 2004; Buck, 2004; Helms, 2003; Tebbutt, 2005; Weinberg, 2004; White, 2004). Stern (2004) stated the following:

Human beings still respond to perceived threats with the fight or flight biochemistry that pumps out cortisol. This cortical inhibition gets in the way of taking a rational approach....Perhaps the biggest threat to business today is not new and cheaper technologies or off-shoring but cortical inhibition. (p. 12).

U.S. small business support agencies may be able learn from the European business community which has become acutely aware of the potentially significant role of fear. Tebbutt (2005), reported on the outcomes of the 2005 Innovate Europe Conference, a one-of-a-kind Pan European gathering of venture capitalists, technology innovators, entrepreneurs and CEOs. The proceedings determined that Europe needed to address 10 major issues to commercialize innovation successfully. Of the 10 issues listed, number one was fear of failure, number two was fear of success, and number three was risk aversion. When fear of failure holds the would-be entrepreneurs back from attempting innovative small business start-up ventures, which is the economic backbone of a nation, fear could be seen as a barrier that undermines national progress (Green, 2006).

## Definitions of Terms

It is important to understand the usage of terminology associated with fear and an integrated holistic approach to business. Because there may be some variation in the distinctions associated with the concepts and terms referenced in the study, several of the terms are defined herein.

*Behavior.* The actions or reactions of a person in relation to the environment (Gilbert, 1996).

*Business failure.* Business failure is the economic factor of filing for bankruptcy with losses to creditors (Perry 2001) and/or a variety of managerial or personal reasons for the business not meeting the needs of the stakeholders to include customers, suppliers, employees, or the community (Parsa, Self, Njite, & King, 2005).

*Business success.* Business success is an assessment of the state of the business concerning the level of valuable accomplishments in profitability, growth in revenue and employee numbers, and/or how well the owner's personal intentions and motivations for starting and sustaining the business are being met (Headd, 2003). Business success is the desired outcome of an entrepreneur's performance (Gibb, 2002) and performance is a function of behaviors as a means to valuable accomplishments (Gilbert, 1996). Within the context of this study, business success is a combination of factors based on the business owner's ability to generate results in three areas: a) owner's performance, b) owner's satisfaction, and c) positive business growth trends.

*Business support services.* Business support services are development services offered outside the realm of formal college or university educational programs. These may include assistance with services such as business plans, funding resources,



marketing resources, tax planning, credit management, technology development, personnel management, stress management, project planning, goal accomplishment, communication and leadership skill development.

*Coaching.* Coaching takes on many forms and varieties but at the core it is a professional service relationship for collaborating with clients in a thought-provoking and creative inquiry process that encourages the client to maximize their personal and professional potential. The client sets the agenda and agrees for the coach to hold him/her accountable. The coach asks permission, listens deeply, and challenges the client to create and follow through on new possibilities revealed by their answers (ICF, 2006).

*Consulting.* Consulting is a process of engaging in a relationship where experts, adhering to a specific set of ethical standards, offer advice, opinions, or information on a particular subject (Cambridge, 2003).

*Development services.* Development services provide skills and knowledge to develop the business's financial, resource, and operations management; it can also provide services that relate to developing personal skills such as physical, mental, emotional, or spiritual energy management.

*Entrepreneur.* An entrepreneur is an individual who establishes and manages a business for the principles of profit and growth. The terms business owner, self-employment, new venture creation and new enterprise are interchangeable with entrepreneur. Entrepreneurship may also be a state of mind or set of behaviors characterized by innovation, flexibility, and creativity where individuals assemble resources to implement solutions to meet the needs and interest of people (Jones, 1987; Jones, 2002). Howorth, Tempest, and Coupland (2005) state that a solid definition of

entrepreneurship or an entrepreneur continues to generate debate and a single definition has not yet been embraced across the various paradigms. This study uses the common working definition put forth by Jones (2002) that an entrepreneur is an individual who establishes and manages a business for the principles of profit and growth.

*Fear.* Fear is (a) an unpleasant physical and emotional response to a detected threat or danger; or (b) a concern or anxiety about an undetected consequence that threatens to bring bad news or bad results (Dobson, 2006; Oxford, 2006). This study does not separate fear and anxiety and the term fear includes several other negative emotional terms such as worry, distrust, terror, anger, fright, paranoia, horror, persecution and dread. Both the emotional and physical responses are relevant to this study in characterizing the type of fear that results in hesitation, delay, self-doubt and inaction toward goals.

*General systems theory.* The general systems theory focuses on the interdependence of relationships within a system, which is composed of regularly interacting or interdependent groups of activities, or parts that form the emergent whole (Bertalanffy, 1972, p. 412).

*Holism.* Holism is a philosophical approach to conceptual problem solving which requires the ability to perceive wholes and interdependent relationships rather than reducing problems to their parts (McLeod (2006). Aristotle concisely summarized the general principle of holism in *Metaphysica* by stating, "The whole is more than the sum of its parts" (Aristotle, 350 BCE).

*Human performance technology (HPT).* HPT is a field of study with the objective of human performance improvement (HPI) in results-oriented systems. It has been viable

for over 50 years, yet there is no single consensus on the definition to describe the term performance improvement (Stolovitch & Keeps, 1999). The definition used in this study describes HPT as an objective systematic approach to improve performance by analyzing root causes and implementing appropriate interventions (Labonte, 2001).

*Performance.* Performance is the consequence of behaviors, which leads to valuable accomplishments (Gilbert, 1996; 1995).

*Performance improvement intervention.* A performance improvement intervention is a solution to a human performance problem. The intervention closes a previously identified gap or difference between the current state and the desired outcome of any issue involving people, processes, and organizations (Van Tiem, Moseley, & Dessinger, 2001).

*Mentoring.* Mentoring is a relationship where a more senior, experienced individual commits to providing assistance and guidance to a less experienced protégé (Kram, 1985). Mentors provide mentees with both career development (challenging work, sponsorship, exposure, visibility, protection and guidance) and psychosocial support (confirmation, acceptance, friendship, and counseling) (Forret & Janasz, 2005).

*New entrepreneurial enterprise.* In this research, a new entrepreneurial enterprise is a business less than 5 years old. Businesses 5 years and older are referred to as an “expanding” enterprise (SBA, 2006).

## Assumptions and Limitations of the Population

### *Assumptions about Participants*

An assumption within this study was that the fears of rural entrepreneurs might be characteristically different from urban entrepreneurs, due to reduced accessibility to

resources. Furthermore, conventional business development services may not sufficiently address the rural group's needs (SBA, 2006). Rural businesses were included and the data analyzed to determine if the data suggests a specific relationship to fear.

Another assumption was that the fears of female entrepreneurs might be characteristically different from male entrepreneurs, which would be consistent with the history of fear surveys (Farmilant, 1995). Therefore, both male and female entrepreneurs were included and the data analyzed to determine if the data suggests a specific relationship to fear.

The business owners' perceptions of their performance and satisfaction are equally subjective and should not be associated with any specific meaning of success. However, the survey collected data concerning the growth trends in annual sales revenues, and number of employees to offer additional data points for a more objective comparison.

#### *Researcher Bias and Assumptions*

The role of the researcher was to accumulate and analyze the data. The researcher also designed the survey content and the interview questions. As such, some unintentional bias may appear in selection of survey and interview items. To minimize the effect of potential bias, extant literature was used to support all survey questions. The results of the qualitative interviews naturally used reflective analysis in which the researcher used judgment for determining patterns and trends. Consequently, samples of actual responses have been included with the findings. The researcher proceeded with the following underlying assumptions of the subject area: (a) fear may be a significant barrier to business success; (b) the effect of fear may lead to avoidance behaviors to delay or

stop progress toward business goals, (c) higher levels of fear may be apparent for various entrepreneurial demographic characteristics, (d) when there is a negative relationship associated with fear in the small business work environment, it could be neutralized, and (e) entrepreneurial business stamina can be increased through human performance interventions such as consulting, coaching, and mentoring.

#### *Limitations of the Target Population*

The target population for this study was small business owners in a Southwestern state, those who had fewer than 20 employees. Those entrepreneurs who had 20 or more employees were not excluded but grouped into one large category. This grouping was because most business failures happen disproportionately in micro-enterprises within the first 5 years (Knaup, 2005; Spoolman, 2005). Focusing on business owners with fewer than 20 employees corresponds to the largest business population in the state where 87.3% of non-farm, private-sector businesses employ fewer than 20 employees, and only 1.7% of the businesses employ more than 100 employees (Manicki, 2006; U.S. Census Bureau, 2000). Additionally, the state had a higher concentration of people of Hispanic and Native American ethnicity, which must be considered for generalizability of the results to the larger U.S. population (U.S. Census Bureau, 2007) (see Appendix D).

The solo entrepreneurs or non-employer business owners, who only employ themselves, were also included. These businesses accounted for about 73% of The state's 153,800 small businesses and 19.6% of the state's private sector jobs in 2006 (SBA, 2006).

An additional assumption about the population was that the sample businesses could naturally be more successful than the average business in the state since they could

afford and saw value in participating in a dues-requiring organization such as the chamber of commerce.

### Nature of the Study

This mixed methods descriptive research study collected current perceptions from business owners concerning the business-related fears they experience. This study also sought to determine, from the entrepreneurs who had used human performance services such as consulting, coaching, and mentoring, what differences these human performance interventions made, if any, in increasing their fear management capabilities and business success.

One design step of the research study used a quantitative survey to ask questions to collect demographic data, and used a 5-point Likert (1932) scale, equated to numerical values, to identify the degree of fearfulness entrepreneurs reported on 25 business-related fears items. The scores of the survey items were added together to get a single combined fear index score (FIS) ranging between 25-125. Higher scores show more fearfulness. The survey instrument used a combination of the fear cluster titles from Burnham and Gullone (1997) and Wolpe and Lang's (as cited by Farmilant, 1995) 1969 fear survey schedules. The five clusters of fear that were examined were work/social stress, failure, the unknown, death/danger, and not having enough (resources or skills). Table 1 shows these cluster titles and a synthesized list of 25 associated fear items that the researcher developed based on existing literature.

Table 1. Fear Survey Clusters and Item Descriptions

Cluster	#	Item Description
Fear of Work/Social Stress	1.	Having my reputation smeared
	2.	Losing the love and respect of my family or friends
	3.	Losing the respect of my customers
	4.	Losing the respect of my employees
	5.	Being misunderstood (communication)
Fear of Criticism/Failure	6.	Not having the courage to take risk
	7.	Not accomplishing goals
	8.	Making mistakes in planning and timing of my decisions
	9.	Making poor policies, procedures or processes
Fear of the Unknown	10.	Not being a success
	11.	Economic downturn (losing major supplier or contractor)
	12.	Natural disasters (storm damage/earthquakes)
	13.	Employee/partner/executive fraud
	14.	Legal issues (being sued)
Fear of Death/Danger	15.	Tax audit
	16.	Myself or someone in my family dying
	17.	Violence in the workplace
	18.	No one to succeed or replace me
	19.	Harassment and discrimination in the workplace
Fear of Not Having Enough	20.	Getting too sick to work
	21.	Not having enough skills (education, leadership, experience)
	22.	Not having enough benefits and insurance
	23.	Not having enough resource support (people, equipment, space)
	24.	Not having enough money to pay creditors (bankruptcy)
	25.	Not having enough time

A second step of the research study asked the participating entrepreneurs to rate how successful they felt about their performance regarding 15 business-success factors, which the researcher gathered from the literature review. To ease the data collection and measurement of how business owners perceive their success, the responses to these 15 questions were grouped into three sets of five items to get three separate mean ratings labeled Business Accomplishment Rating (BAR) 1, 2, and 3. The scores for each BAR ranged from 5 to 25. A higher score suggested more success in owner performance (BAR1), owner satisfaction (BAR2), or business growth (BAR3).

The most relevant factors were selected from the existing literature and research on business success. Owens (2003) considered both dimensions of managing resources such as people, time, money, as well as achieving personal satisfaction from pursuing one's passion were critical to success. O'Leary (2003) identified factors such as the entrepreneur's planning and goal setting capabilities; managing resources such as time, material, and employees; and the ability to make money. Runyan (2005) described entrepreneurs as innovators with a willingness to try a new product line or adopt a new technology. The factors identified by Fenty (2002) were the entrepreneurs' ability to manage change, build strategic relationships, and set measurable goals.

To strengthen these success factors, an element of hard data, which could be substantiated beyond the entrepreneur's personal perceptions, was also included by emulating aspects of the Al-Zubeidi (2005) study. Al-Zubeidi measured business success by examining growth in terms of sales revenue, number of employees, and longevity. The business success factors, developed by the researcher, are shown in Table 2.

Table 2. Business Success Factors

(BAR1) Owner performance	(BAR2) Owner Satisfaction	(BAR3) Business Growth
Planning/goal setting	Influencing people and building relationships	Growth compared to industry
Managing resources	Sustaining personal/spiritual growth	2006 sales compared to 2005
Adapting to technology	Managing change and obstacles	2005 sales compared to 2004
Making money	Maintaining energy/vitality/optimism	2006 employees vs 2005
Tolerating risk	Achieving self-satisfaction	2005 employees vs 2004

A third step the research study, through qualitative interviews, collected data that suggested which performance improvement interventions small business owners felt were most helpful for increasing their management capabilities and business success.



To address the first research question, an item analysis determined the most commonly reported fear items with the highest item score. To address the second research question, the analysis compared the FIS to the BAR1, BAR2, and BAR3 to determine if there was a relationship between the level of fear and the level of success reported. To address the third research question, the mean FIS for various demographic groups was compared. To address the fourth research question, the data analysis used the interview responses from entrepreneurs describing what difference human performance interventions such as consulting, coaching, and mentoring had made for managing personal work-related fears and increasing business success.

#### Organization of the Remainder of the Study

The chapters that follow in this study include chapter 2, the literature review; chapter 3, the methodology; chapter 4, the analysis of results; and chapter 5, the conclusions. In chapter 2, the study reviews the theoretical research in the field of general systems theory, holism, and human performance technology; then addressed the main topics of fear in the workplace, business success factors, and performance improvement interventions. Next, chapter 3 explains the methodology used in this research and presents the population sample selection, strategy for the data collection, validity and reliability, and data analysis process. Then, chapter 4 provides clear tables and reports of the statistical data to address the data collection and analysis related to each research question and hypothesis. Finally, chapter 5 adds meaning to the data, which informs the results, summarizes conclusions, and makes recommendations for future study.

## CHAPTER 2: LITERATURE REVIEW

### Introduction

The central focus of this research was to describe the relationship between business-related fears, entrepreneurial success factors, and relevant human performance interventions. This chapter explores research that provides insight into the argument that if fear decreases workplace performance by increasing the cost of behavior, then fear adversely affects business success. Consequently, discovering more about the fears entrepreneurs perceive and the performance factors that affect business success should provide a framework for developing interventions that would help entrepreneurs increase their fear management capabilities.

Chapter 2 begins with the theoretical foundation for this study that is embodied in the philosophy of holism, general systems theory, and human performance technology (HPT). After the theoretical framework, the remainder of chapter 2 reviews literature that shows that fear is a significant emotion that permeates human behavior, and therefore, it is relevant to human performance in the entrepreneur's workplace. The heart of chapter 2 presents information in four areas a) the physical effects of fear in the workplace, b) the emotional effects of fear in the workplace, c) performance and business success factors that may be affected by fear in the workplace, and d) performance improvement interventions to increase fear management capabilities.

Initially, the topic of fear in the workplace includes a discussion of literature on the physical nature of fear and what happens in the human body because of sustained low levels of the flight or fight hormones. Next, the researcher grouped literature on the various types of fear into the five clusters (Farmilant, 1995) of fear (stress, failure,

unknown, death, and not having enough) along with a section on the typical considerations for measuring fear. Following this, a segment on business success factors examines studies that list performance and economic factors related to the entrepreneur's performance, satisfaction, and business growth. The final section, on performance improvement, includes an explanation of Gilbert's (1996) Behavior Engineering Model (BEM) and an example of how it could be used to identify performance gaps and interventions related to fear. This section also includes a table developed by the researcher as a sample application of the model, and the literature discussion on consulting, coaching, and mentoring as performance interventions to enhance fear management capabilities. Each of these areas is an organized presentation that highlights and synthesizes research within the topic of fear as it relates to entrepreneurial business success. The literature also suggests some rationale of why it is important to explore the relationship between fear and success.

There are three primary reasons to examine the relationship between fear and workplace performance of entrepreneurs. The first reason is that fear can negatively affect physical health, and ill health of the owner, as the main contributor to the business, can significantly affect the profitability of the business (Frese, Brantjes, & Hoorn, 2002). The second reason is that emotions can affect decision-making and impair rationality, and fear is one of the strongest human emotions. Fear can have an adverse effect on emotional health and lead to increased self-doubt, which leads to avoidance behaviors to the point of slowing down progress toward business goals (Moules, 2005). The third reason is that in light of the first two reasons, fear affects human behavior (LeDoux &

Gorman, 2001). Gilbert (1966) supports this reasoning when he states, “behavior is a necessary and integral part of performance” (p. 15).

Gilbert (1996) used a simple economic ratio of value to cost in describing the complexities involved in measuring and improving human performance. Gilbert defined performance as a transaction involving behavior and its consequence. Gilbert (1995) further defined consequences as valuable accomplishments, which yield valuable performance. Getting even more specific, Gilbert (1996) stated that although we may value the accomplishment, we might find that it costs too much and may not be worth the price. Therefore, what is actually sought after is “worthy performance—in which the value of the accomplishment exceeds the cost of the behavior” (p. 17). This simple mathematical approach can be used to help explain the relationship that may exist between fear and success. As an example, the value to cost ratio would set success as the worthy performance (W), growth as the valuable results (V), and fear as the costly behavior (C). Therefore, success increases as fear decreases and the inverse would also be true: success decreases as fear increases. The researcher developed Table 3 to show how fear relates to Gilbert’s concept of worthy performance.

Table 3. Relating Fear to Success in Terms of Worthy Performance

Term	Symbol	Description	Example	Formula
Behavior	B	A means to performance	--	
Consequence	q	The end results of performance	--	$P = B \rightarrow q$
Performance	P	A transaction involving both behavior and consequence	--	
Valuable Accomplishment	A	Consequences that have a context of value	--	$P = B \rightarrow A$
Value	V	Value of the accomplishment or valuable results	Growth	
Cost	C	Cost of behavior or costly behavior	Fear	$W = \frac{V}{C}$
Worthy Performance	W	Performance in which the value of the accomplishment exceeds the cost of the behavior	Success	

There are many factors included in workplace performance that leads to worthy performance, which is another way of describing success. It is therefore necessary to identify some of the factors in order to examine whether or not a more direct relationship exists between fear and success. Thus, this chapter begins with the theoretical framework for this study and then reviews literature that can provide some preliminary evidence for the importance of studying the factors that suggest how fear may relate to workplace performance and the success of small business owners.

### Theoretical Framework

#### *Human Performance Technology, Systems Thinking and Holism*

“Human performance technology is a relatively new field of practice that can boast a strong contingent of contributors. But among the names, one stands out as the

grand synthesizer, Tom Gilbert” (Dean, 1998, p. 13). Gilbert has been called the founder of human performance technology, and contributed several theories and models to the practice of improving human performance in organizations. Human Performance Technology (HPT) has been described as the systematic and systemic identification and removal of barriers to individual and organizational performance. The field of HPT focuses on improving human performance in results-oriented systems and has been viable for over 50 years, yet there is no single consensus on the definition to describe the term performance improvement (Stolovitch & Keeps, 1999). One definition of HPT describes it as an objective systematic approach to improving performance by analyzing root causes and implementing appropriate interventions (Labonte, 2001).

HPT uses a wide range of interventions that are drawn from many other disciplines including behavioral psychology, instructional systems design, organizational development, and human resources management. As such, it stresses a rigorous analysis of present and desired levels of performance, identifies the causes for the performance gap, offers a wide range of interventions with which to improve performance, guides the change management process, and evaluates the results. HPT is concerned with the people performing work activities and using systematic processes to improve the performance of the individuals and the organization.

HPT has four core principles that guide the standards of practice for HPT practitioners and helps to differentiate it from other disciplines. These four principles of HPT guide practitioners to (a) focus on outcomes, (b) take a systems view, (c) add value for the customer, and (d) work in partnerships (ISPI, 2006; Van Tiem, Moseley, & Dessinger, 2001). The systems thinking principle focuses on improving organizational

performance while considering the larger environment that influences processes and work (Brethower, 1982; Carleton, 2005; Daniels, 2005; Gilbert, 1996; Rummier & Brache, 1992). Therefore, general systems theory considers organizations as living systems made up of humans, information, and resources that are also systems with multiple levels of complexity (Bertalanffy, 1968). Ackoff (1971) described a system as a set of interrelated elements that can be abstract (e.g., numbers and language) or concrete (where the elements are objects). Ackoff further characterized systems as open or closed in which an open system can be impacted by elements in its external environment while a closed system cannot. Cummings and Worley state that “Considering an organization as an open system is a more useful approach to... transform resources by making use of [both] its social and technological components, and produce the best results” (as cited by Yoon & Kuchinke, 2005, p. 16).

Human performance technology is concerned with human systems that exist wherever people attempt to accomplish goals together. Human systems are said to be open and dynamic with both physical and conceptual qualities. A dynamic system is one that has elements and properties that change over time. A physical system has elements of matter and energy, while conceptual systems are made up of ideas that help accomplish specific goals. Human systems may be comprised of smaller groups or sub-systems which strive to accomplish their own goals at the expense of other living systems or other human systems (Ackoff, 1971).

Although human performance technology is largely founded on general systems theory (ISPI, 2006; Rosenberg, 1990), the philosophical viewpoint of holism (Smuts, 1973) offers a broader perspective that includes systems thinking while at the same time

recognizes the metaphysical elements in a system that can affect human performance. Managing emotions in the workplace, caring for the well-being of the owner and employees, as well as cultivating an environment of trust are essential metaphysical aspects of a high performing organization. Therefore, holism may be a way for HPT to broaden its perspective and become as much about problem prevention as it is about problem solving. The next section examines holism as another element of the theoretical foundation for this study, and then the relationship between HPT and holism are explored for practical applications.

#### *Expanding Systems Thinking with Holism in Business*

Ackoff (1971) described an organization as a purposeful, goal-oriented system, with a system-of-control function. For example, human performance systems are defined by the boundaries of what is declared to be inside and what is not, and they exist wherever people attempt to accomplish goals together. Therefore, the systems framework is fundamental to performance since organizations are dynamic goal-oriented entities (Opatovsky, 1996; Patterson, 2006; Rutland, 2005; Senge, 1990; Viskovatoff, 1999).

As a theoretical framework, holism is a philosophical approach that recognizes the effect of both positive and negative emotions like happiness and fear on overall business success. The current literature is full of models, theories and ideas about systems thinking and holistic approaches (Rebernik, 2000). In a general sense, holism refers to any approach that considers the whole more important than its elemental parts (Harman, 1998). Therefore, holism very closely relates to systems theory and is a well-established concept in science, sociology, medicine, religion, psychology, and philosophy. Holism



expands the view of the system by explicitly recognizing emotional and spiritual energies as significant contributing parts of any human performance system.

Although well established in other sciences, the concept of holism in economics or business has only recently begun to emerge. By using holism as an integrated approach to human performance, it is usually possible to prevent major crises from developing (Sharp, 2003). This broader approach can enable managers to minimize the areas of non-work and maximize the environment for social trust and meaningful work (Rummler & Brache, 1992). Royer (1997) suggests that holism is an approach to conducting business in a way that requires the organization to know its purpose, understand its purpose, and act on its purpose. In a study of holism in the work environment, Molinaro (1997) states that the western world view which focuses on materialism, technology, and power is causing many of the global problems the world is experiencing. Molinaro further contends, “If we are to resolve our global problems we must redefine the role of work, so that it is more humane, spiritual, and ecological” (p. ii). The researcher developed Figure 1 to summarize the relationship of holism to the general systems theory.

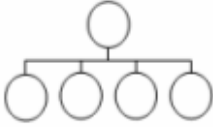
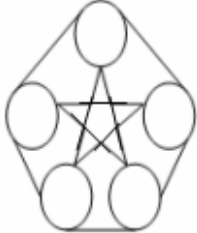

Approach	Organizational Structure	Diagram	Communication Flow	Dimensions of activity
Organizational Thinking	<ul style="list-style-type: none"> <li>--Hierarchical</li> <li>--Management identifies and the individual fixes quality/output/service issues</li> <li>--Performance Interventions: training, motivational pep talks, negative consequences</li> </ul>		<ul style="list-style-type: none"> <li>--Communication typically flows up and down the organization</li> <li>--Communication is mostly directive on a continuum of directive to collaborative communication</li> </ul>	<ul style="list-style-type: none"> <li>--Physical</li> <li>--Resource driven: Return on investment of resources (i.e., time, money, manpower, materials)</li> </ul>
Systems Thinking	<ul style="list-style-type: none"> <li>--Matrix of team and work group structure.</li> <li>--Management and the individual responsible for quality/output/service issues</li> <li>--Performance Interventions: information, resources, incentives, training, motives, and capacity factors</li> </ul>		<ul style="list-style-type: none"> <li>--Communication flows up, down, and diagonal in the organization</li> <li>--Communication is mostly coordination focused on a continuum of directive to collaborative communication</li> </ul>	<ul style="list-style-type: none"> <li>--Physical and mental</li> <li>--Outcome driven: Return on investment of resources plus learning and sharing</li> </ul>
Holistic Thinking	<ul style="list-style-type: none"> <li>--Matrix of teams, work groups, and quality circles</li> <li>-- Management and the individual responsible for quality/output/service issues</li> <li>--Performance Interventions: information, resources, incentives, training, motives, and capacity factors</li> <li>-- Positive attitude, emotional intelligence, spirit, and synergy are assets to be measured and managed</li> </ul>		<ul style="list-style-type: none"> <li>--Communication flows up, down, diagonal, around, inside, and outside of the organization</li> <li>--Communication is mostly collaborative on a continuum of directive to collaborative communication</li> </ul>	<ul style="list-style-type: none"> <li>--Physical, mental, emotional, and spiritual</li> <li>--Purpose driven: Return on investment of resources, learning and sharing plus developing relationships, respecting and caring for the needs of the whole system— affects upon and from the internal and external forces</li> </ul>

Figure 1. Illustration of a comparison of organizational, systems, and holistic thinking

Harman (1988, 1991, 1992, 1993, 1996; Harman & Hormann, 1990), one of the most prolific holistic business philosophers of the twentieth century, envisioned holism as it relates to the business community and wrote many books on the topic. Harman (1998) favored a more comprehensive science and observed that modern science is the most powerful knowledge base on earth, and as such, it should be held to a high standard of accuracy and completeness. A more comprehensive science would give equal importance to both objective science (financial business factors) and subjective science (human well-being factors).

Renesch (2002) advocated holistic thinking and echoed that it is time to become conscious and stop sending the mind and body to work while leaving the heart and soul at home. What is required is a paradigm shift from business as usual to business on purpose (Wilber, 1998). From a physicist's point of view, Bohm theorized that "we can never understand reality in terms of particles and wave fields alone; we must ultimately perceive the unbroken wholeness" (As cited by Harman, 1998, p. 121). The small business community can potentially be more successful by engaging the concepts of holism in business development (Molinaro, 1997).

The Greek philosopher, Aristotle, in his work titled *Metaphysica*, stated, "The whole is greater than the sum of its parts" (Ziniewicz, 1996), which concisely summarizes the general principle of holism. In applying holism to business, Laabs (2005) states that humans are searching for happiness in everything they do and by understanding this, business leaders can create a psychosocially safe environment that promotes well-being and minimizes fear (Lyubomirsky, King, & Diener, 2005).

Holism focuses on linkages and interactions within the human performance system. Bouwman, Haaker, and deVos (2003) state that “Little attention has been paid to conceptualizing the linkages between variables of the different business model domains or on cross-company collaboration” (p. 2). Additionally, Scholl’s (2002) study on integrating various theories for more effective applications supported linking a variety of business elements to optimize performance. When system elements are integrated and people collaborate to accomplish work, synergy becomes available for increased productivity, innovation, and waste reduction. Martin (2002) maintained that the primary reason for working in teams or groups is to take advantage of the resulting synergy.

#### *Holism Recognizes Emotions in Workplace Performance*

Holism in business recognizes that the business environment and the individual comprise a single system that functions to achieve common goals. The interactive and integrated organization then develops an essence of its own, which is commonly referred to as the culture, spirit, or soul of the organization (Farris, 1997). The emotional, mental, spiritual and physical elements of each person functions as a system nested inside the economic, social, environmental, and cultural system of business conditions and trends (Birkin, 2000; Comeau-Kirschner & Wah, 1999; Huitt, 2000); together they form the living organization. Furthermore, each business system functions as a nested part of a larger societal, global, and cosmic system. Klein and Izzo (2003) contend that it may require a new type of leadership to awaken the corporate soul, which is a “movement that seeks to engage people in their work at the deepest levels of their capacity” (p. 16). Lyubomirsky, King and Diener (2005) argue that not only are successful people happier,

but also contend that happiness or positive affect, which is the hallmark of well-being, is in fact a cause of success and high performance.

Deming (1986) advocated that fear negatively affects well-being and may contribute to chaos in the business system. Holism in business is a concept that emphasizes caring for the well-being of employees, and valuing chaos prevention activities (Youngblood & Renesch, 1997). Additionally, using holistic thinking on the economic side of business means that investors who traditionally measured the success of a firm only by return on investments, would now give sound corporate governance and ethical compliance practices the same importance as financial performance (Santos, 2005). As positive well-being contributes to high human performance, entrepreneurs and the business enterprise experience a mutual benefit in accomplishment of worthy goals.

#### *Relating Human Performance Technology (HPT) to Holism*

The principles of standards of practice for HPT are in alignment with the philosophy of holism and provide practical application strategies for work within the business domain. “Human performance technology provides a holistic view...by considering the complex interdependencies between the organizational context, business processes, and individual performers” (Massey, Montoya-Weiss & Driscoll, 2005, p. 37). Within the philosophy of holism, the human performance practitioner is able to identify and respond to interrelationships on multiple levels regarding each principle. However, the clearest link between HPT and holism is the practice of systems thinking.

Both the holism and systems thinking perspectives hold that each element of a system is connected to every other element in the system, directly or indirectly (Ackoff, 1971). Holistic thinking then would require the human performance practitioner to

consider all practical interrelationships of the system and its environment, prior to exposing the gap. In addition, the interventions would need to be evaluated for how they might affect the immediate system, as well as any practical impacts to indirect elements. Additionally, holistic thinking in problem solving, process improvement, personal development, and goal accomplishment requires the human performance practitioner to consider motivators and value systems, behavior systems, relational systems and many basic underlying assumptions (Baker, 2003).

Dean (1998) suggested that Gilbert synthesized several theories and models used in the practice of improving human performance in organizations. One of Gilbert's (1996) thoughts in alignment with holism is that management rarely sees that it is causing its own problems because it focuses too narrowly on behavior and not the wider view in terms of competent performance. The adage "the eye can not see the eye" fits this paradigm.

To assist management in being able to view its own actions within the system, Gilbert (1996) identified six elements that affect human performance: information, resources, incentives, motives, capacity, and skills. Gilbert held that while some elements will yield a larger impact than others will, performance could not exist at all unless all six elements of the system are present. Therefore, all factors are equally important. Both Gilbert (1996) and Rogers (1995) provided insights on the concept of diffusion of effect which supports holism by recognizing the empirical fact that a change in one performance factor often has a significant impact in one or more of the other areas. At whatever level the practitioner approaches human performance, the environment and the people must be considered as a holistic system interacting to affect performance in

specific ways. The six elements that affect human performance are essential to ensure the principles of holism are vitalized for practical application.

Taking a systems view is critical to seeing the interrelationships within the human systems. Senge (1990) states, “the essence of the discipline of systems thinking lies in a shift of mind: seeing interrelationships rather than linear cause-effect chains, and seeing the process of change rather than snapshots” (p.73). According to Senge, systems thinking involves a clear understanding of the concept of “feedback” which shows how actions can reinforce or counteract each other. The feedback circle (non-linear) in systems thinking refers to “Any reciprocal flow of influence.... [and] every influence is both a cause and an effect. Nothing is ever influenced in just one direction” (p. 75). Systems thinking is contrasted to linear thinking because systems thinking provides a method for seeing patterns that repeat themselves and shows the interrelationships of influences. When management can shift its awareness to recognize the human participant as a basic element of the feedback process, which does not function apart from it, genuine progress can be made toward seeing the invisible system and making decisions that are in the best interest of the whole to learn faster and achieve its goals.

Joiner (1994) developed a business model that included system thinking, which aligns with HPT and holism, when he emphasized that the system can extend several layers beyond the organization to include both primary and secondary suppliers and the community and government organizations. When an organization focuses on managing its various parts, it can cause various points of sub optimization. “To manage our organizations more effectively, we must begin to think more in terms of relationships rather than of independent components” (p. 25). When the existing view of the system is

clear, it is an opportune time for management to “extend the loop further” or expand who or what is included within the system boundaries. An expanded system allows the organization “to expand its improvement efforts beyond its corporate boundaries...and thus learn more rapidly to make the entire system work” (Joiner, 1994, p. 31).

Another way that the human performance technology supports a holistic approach is by illuminating that the greatest opportunities for improvement lie within the system not the individuals’ efforts. “Performance is largely determined by the system within which employees work....These factors powerfully affect how well an employee can do his or her work. Individual skill, ability, and motivation are important but they play a much smaller role” (Joiner, 1994, p. 33). This concept of look first at the flaws in the system is entirely consistent with Gilbert’s (1996) view of the environment being significantly more responsible for performance gaps as compared to the individual worker.

Gilbert (1996), Senge (1990), and Joiner (1994) all introduced models that look at the business outcomes from a systems point of view. Holism provides a congruent framework to integrate one or more of these models within the organization to maximize small business success. An integrated approach to applying any of these proven models enables the business owners and human performance practitioners to identify, categorize, and facilitate solutions for performance issues while considering the dynamic nature of the system. Systems thinking is equally foundational to both human performance technology and taking a holistic view and sets the stage for looking at the effects of fear on workplace success.



## Physical Effects of Fear in the Small Business Workplace

This section begins by reviewing the nature of fear then examines the types of fears within each of these clusters. A thorough review of literature on fear revealed that a pre-defined inventory of fears related to business did not exist. For the purposes of this study, a list was compiled from current and relevant literature on fear, fear in the workplace, and entrepreneurial behavior. Table 1 shows the list of 25 fears relevant to the entrepreneur in the workplace. This list was synthesized from the literature and grouped into five clusters similar to those named by Wolpe and Lang (as cited by Farmilant, 1995), and Gullone and King (1992): a) fear of work/stress, b) fear of criticism/failure, c) fear of the unknown, d) fear of death/danger, and e) fear of not having enough.

### Nature of Fear

In humans, fear is triggered by a combination of biochemical changes in the body when a situation presents a threat or is perceived as a potential threat (LeDoux & Gorman, 2001). The level of the fear depends on how the threat is perceived (Spielberger, Gorsuch, & Lushene, 1983). There are basically two types of fear. One type comes from external, objective threats such as a terrorist, wild animal, or natural disaster. The other type is internal, subjective threats, called “free floating anxieties” (Panksepp, 1998, 213). Free-floating anxieties are feelings experienced in the present, which are generated by conscious or subconscious memories of threatening experiences in the past, or by simply anticipating a stressful situation in the future. Business-related fears are more characteristically free-floating anxieties. Both external and internal threats trigger the same hormonal actions in the body. The external threats tend to be very intense and short

term, fight or flight reactions. The internally generated threats have a lower intensity and can last for a longer period with a variety of effects on well-being.

Fear often has physical, behavioral, mental, and emotional components (Seligman, Walker & Rosenhan, 2001). The physical symptoms of fear can include headaches, dizziness or lightheadedness, nausea and/or vomiting, diarrhea, tingling, pale complexion, sweating, numbness, difficulty in breathing, and sensations of tightness in the chest, neck, shoulders, or hands. These symptoms are produced by the hormonal, muscular, and cardiovascular reactions involved in the “freeze-flight-fight-or-fright” reaction (Bracha, Tyler, Matsukawa, Williams, & Bracha, 2004, p. 449). Behavioral symptoms of fear include pacing, trembling, general restlessness, hyperventilation, pressured speech, hand wringing, finger tapping, and avoidance activities. Mental or cognitive symptoms of fear include recurrent or obsessive thoughts, feelings of doom, dreadful or fear-inducing thoughts or ideas, and confusion or inability to concentrate. Emotional symptoms include feelings of tension or nervousness, feeling excited or hyperactive, and feelings of unreality, panic, or terror (Ackerl, Atzmueller, & Grammer, 2002).

For the purposes of this study, fear and anxiety were not separated and fear includes a number of other negative emotional terms such as worry, distrust, terror, fright, horror, anger, shame, guilt, embarrassment, loss, emptiness, persecution and dread. In a recent study, Bell and Song (2005) cited extensive research in the literature on emotions and provided specific distinctions of each of these emotions. However, the cognitive and psychological research offered little or no hypotheses for the effects of emotions on work performance (Bell & Song, 2005). Because all these negative emotions

can contribute to low level stress and lead to the business owner feeling bad to the point of slowing or stopping progress toward goal achievement, no distinctions have been made for the purposes of the this current research, and all negative emotions are included in the definition of fear.

The physical effects of low-level stress, not related to an immediate flight or fight stimulus, can take its toll on the entrepreneur's health. The human body naturally produces the stress related hormones during and after a flight or fight event. Then the healthy body absorbs the extra hormones (primarily cortisol and adrenalin) and returns all systems to normal. Fears and anxiety related to work could generate a low level but constant release of stress hormones in the body, which are not absorbed. The result is high levels of cortisol and an overworked, weakened physical system that is susceptible to issues such as headaches, lower immunity, digestive disorders, high blood pressure, heart disease, and cancers (Fiske, 2002; Stern, 2004). All these physical restrictions can slow or stop the entrepreneur's business goal accomplishment.

### Emotional Effects of Fear in the Small Business Workplace

#### *Fear of Work/Social Stress*

One of the problems facing any meaningful change in any system (personal, organizational, or societal) is fear in terms of worrying about failure and disappointing someone, and being rejected (Deming, 1986; Vasilash, 1994). For the entrepreneur, on a personal level, the "someone" can be one's self or it can be a spouse, family, mentors, friends, or neighbors. On the organizational level, the small business owner may be worried about disappointing the employees, investors, stockholders, community

organizations, customers, or suppliers. All these human elements are examples of the stakeholders who can influence the entrepreneur and the small business organization (Provost & Leddick, 1993).

Fear is the primary human emotion related to stress, hesitation, slowing down successful progress and reducing a person's sense of joy and fulfillment (Austin, 1994). Fears about work-related issues could manifest in many personal ways. Work and social stress are fears related to loss of personal influence and rejection. For the small business owner this can include fears such as fear of being challenged by or of challenging the investors, customers, or anyone seen as holding a position of higher power. Social stress also includes fear of losing the respect of family, friends, customers, suppliers or others, as well as fears of losing power or prestige, fear of having one's reputation damaged, or fear of losing a valuable relationship (Cook, 2005; Ryan & Oestreich, 1998)

#### *Fear of Criticism/Failure*

Fear of failure is the most common fear that slows down progress toward goals (Moules, 2005, Pieper, 2003; Schlossberg, 1990; Staley, 1972; White, 2004). Dejitthirat (2004) states that fear of failure and avoidance of personal goals is common across all cultures. Fear can jeopardize success and sustained progress if it permeates the life of the entrepreneur to the point of inaction. Robinson's (2001) study on why women become entrepreneurs also points out that fear of "success" is a significant concern for women regardless of if they are pushed by negative circumstances or pulled by positive opportunities into business ownership (Okamura, 1995). Several other studies conducted between 1968 and 1987 on fear of success (FoS) and fear of failure (FoF) were reviewed by Buchalter (1997) who concluded that although, both men and women fear success, in

general women are more susceptible than men due to some gender stereotyping. However, the FoS and FoF studies were not all in complete agreement and design flaws may have been discovered to suggest what was truly being measured instead of FoS was fear of social rejection or criticism (Starr, 2001).

Fear of being criticized is related to fear of starting something new and unfamiliar, fear of saying or doing the wrong thing, fear of being disregarded or not making a difference to one's family, community, or the world (Cook, 2005; Ryan & Oestreich, 1998). Additionally, Hutri and Lindeman's (2002) study, on the role of negative emotions related to career crises, identified frustration at work and work overload as work-related stressors. Another type of fear is frustrations related to not being able to accomplish goals and not being willing to take risk. Work overload relates to not setting clear and achievable goals and failing to establish clear processes and procedures for getting work done to certain standards.

#### *Fear of the Unknown*

Farmilant (1995) suggests that fearing the unknown is not logical and this fear more accurately relates to the negative response created from anticipating what might happen in the future if a certain event occurred such as economic or market crashes, natural disasters, or betrayal in trusted relationships. Yorton (2005) and Tuvin (1995) discussed the high cost of fear in the workplace, which includes stifled creativity, diminished innovation, muted candid interpersonal relationships, and reduced fun on the job. Other fears are not as personal but do generate anxiety that finds its way into the workplace. Some of these are fear of organizational change, fear of a change in the marketplace and its potential affect on business and commerce, fear from a growing

distrust of large institutions or the government (Yorton, 2005). The ability to take risk is clearly an entrepreneurial trait, yet entrepreneurs can be stuck by the fear of taking chances because the answers to when and how to take a risk are unknowns (Mogharabi, 2005). Thus, avoiding risks can be both a fear of failure and a fear of the unknown.

### *Fear of Death and Danger*

Fear of one's own death or someone in the family dying relates to the workplace because typically small business owners are concerned with building/leaving a legacy and not having all their hard work prematurely end. For entrepreneurs in family-owned businesses, Kahan (2005) found many of them "were reluctant to give up control, unwilling to see someone else in charge, and held the belief that no one could possibly take over, and if they give up control, the company will fail, or no one in the family is prepared to assume control" (p. 4). Hutri and Lindeman's (2002) study, on the role of stress and negative emotions related to a career crisis, identified personal illness and worries about family/relatives as a major factor that can affect small business owners. Because the solo, micro, and small business owners are one of the main, and often the only, contributors to the business, an illness that slows the owner down, affects both the quality of life and profits (Frese, Brantjes, & Hoorn, 2002).

Another area within this cluster is the fear that comes from being in danger or conflict and not knowing how others will react to stress in the workplace (Cook, 2005). A study conducted by the Midatlantic Business Alliance (2001) pointed out that small businesses are very concerned about workplace violence and that 53% of the participants indicated that insurance should be available to cover security incidents such as harassment, threats, and attacks.

### *Fear of Not Having Enough*

The last cluster of work-related fears can manifest as fear of lack, deprivation, or simply the fear of not having enough. Not having enough resources and information to be successful has been shown to be a workplace fear. Fear of not having enough resources relates to not being able to hire the right people, have the right equipment, space for work, or money to pay creditors. It has also been described as not having enough support from employees, family, friends, mentors, vendors, or community agencies (Cook, 2005; Ryan & Oestreich, 1998).

Having adequate information to make clear decisions and assess risk is fundamental to entrepreneurial success. Gilbert (1996) suggests that a good information system can reduce at least half or more of the problems in organizations. Gilbert stated, “the effects of a good information system can be staggering. . . .we have invariably been able to achieve a substantial improvement in measured performance—never less than 20 percent improvement, often a 50 percent change” (pp. 179-180). Stress related to fear of the unknown and the fear of not having enough often revolves around not having the right information when it is needed.

Forret and Janasz’s (2005) study on work and family balance showed that leaders feeling unsupported and the inability to manage time demands are work-related stressors and both are a significant concern of small business owners. Likewise, facing bankruptcy or not having the funds available to be successful and grow the business is a significant concern for many entrepreneurs. Moreover, not having enough education, talent, or skills

may cause would-be entrepreneurs to hesitate in initiating a start up, or stifle the growth of new enterprises (Green, 2006).

#### Methods of Measuring Fear

Farmilant (1995) completed research on analyzing the Fear Survey Schedule III (FSS-III) by Wolpe and Lang for better application. Farmilant conducted a review of the history of fear surveys and how fear is generally measured. Most instruments measuring fear were found to be non-comprehensive because there are an infinite number of terms and associated meanings that the individual can assume. Farmilant found that “(a) self-reporting fear surveys in general do not assess fearful behavior, but rather they reflect a negative response to the thought of specific events occurring, (b) no matter what items appear on the survey, someone is bound to endorse it, and (c) historically, differences between male and female response is a consistent finding on fear surveys. Farmilant noted one potential problem with these types of surveys was that “the survey measures a persons’ own perceptions, which are impossible to standardize, since fears change among persons, across the lifespan, and throughout the ages” (p. 51). Therefore, this study asked entrepreneurs to simply rate their current level of fear on the inventory or fear items.

Most fear survey schedules contain both items related to physical pain (i. e., fear of bees and crime) and social stress (i. e., hurting others, and fear of failure). Additionally, most fear schedules suggested grouping the items into a four- or five-component solution (Gullone & King, 1992; King & Ollendick, 1989).

Thongsukmag’s (2003) study examined the coping strategies of males and females in work-related fearful situations specifically focused on fear of separation, fear of punishment, fear of embarrassment and fear of harm. Thongsukmag used the Risk



Behavior Diagnosis scale developed by Witte, Mckeon and Berkowitz to assess the severity and vulnerability related to the threat. Thongsukmag's findings are relevant to this current study because it was observed that applying appropriate performance interventions could positively influence individuals to change behavior after successfully coping with work-related fearful situations.

#### Performance and Business Success Factors Affected by Fear

As shown in the preceding sections, research exists to show that fear is a powerful emotion affecting workplace behavior. From this premise many experts (McCormack, 1996; Pollock, 1993; Turner, 1995) conclude that fear must have an adverse effect on business success. However, to determine whether this is a strong argument about the relationship of fear and business success, performance and business success factors warrant a closer look.

Gilbert (1996) cautions against confusing behavior with performance: "To equate behavior and performance is like confusing a sale with the seller. Naturally, we cannot have one without the other. ...In performance, behavior is a means to a consequence... [and] we see the consequence as a valuable accomplishment" (p. 16). Therefore, this research puts forth the additional premises that workplace behavior is a means to workplace performance, and workplace performance is a means to business success. Business success in turn is a way of describing valuable accomplishments and worthy performance. Gilbert states that the objective of human performance practitioners is to engineer "worthy performance, in which the value of the accomplishment exceeds the cost of the behavior" (p.17). This section examines the research that exists on business

success factors in order to proceed with the study to explore the relationship between fear and business success.

Academic research does not point to a single factor that is a reliable predictor of business success. The researcher reviewed several studies to collect a concise set of factors that determine business success in order to evaluate the effect of the entrepreneur's fears related to business. O'Leary (2003) conducted a study of what factors lead to success or failure in small businesses in both conventional and e-businesses. The seven factors presented by O'Leary were management, entrepreneurial relationship with the venture capitalist, product and service differentiation, marketing, the market, financials, and Web efficiency. The factors relevant for this current research are the management factors identified by O'Leary, which include the entrepreneur's decision making and planning capabilities, the ability to allocate and control resources such as time, material, and employees, and the ability to make money through sales or other funding sources. A profile for new venture success should also include adaptability to change and overcoming adversity as a key management factor affecting business success (Duchesneau & Gartner as cited by O'Leary, 2003).

Fenty (2002) was also interested in success and failure factors related to conventional businesses and dotcoms. Fenty's study found that many critical success factors were the same across business models and successful dotcoms integrate what traditional businesses do well. Also, successful "bricks and clicks" (combining a traditional physical location with an Internet presence) businesses integrate what successful dotcoms have learned to do. The factors identified by Fenty, which are

relevant to this study, are the entrepreneurs' ability to manage change, manage strategic relationships, and establish indicators for measuring success.

The research results presented by Watson, Hogarth-Scott and Wilson (1998) and Erofeev (2002) found that an entrepreneur's background and experience were significant business success factors. The factors most relevant to the current study which were discussed in the Watson, Hogarth-Scott and Wilson research study are twofold: a) entrepreneurs who had a positive attitude toward learning by seeking advice and b) those who seek training which incorporates technology were more likely to be successful than those who relied on traditional written material to gain knowledge and skills.

A study completed by Al-Zubeidi (2005) positively correlated education level of the owner to small business success as measured by annual sales volume, number of employees, and longevity. Education levels may also suggest an ability to learn and adapt faster. However, Pfeffer and Fong (2005) concluded that an MBA was not likely to predict business success in general. The Pfeffer and Fong and the Al-Zubeidi studies identified communication and self-expression as the one relevant skill set gained through business education. Although the Al-Zubeidi study primarily focused on businesses over five-years old to determine a longevity factor, the relevant part of the study that was adapted for this study is how success was objectively measured using simple questions that could lead to a trending analysis. Al-Zubeidi's definition of business success and growth included a positive increase from year to year in the level of sales and number of employees.

Owens (2003) studied the relationship between personality characteristics and business success. The study defined small business success in terms of both financial and

personal dimensions. The personality characteristics that were positively associated with these two dimensions of success were goal setting, emotional resilience, social networking and building relationships, a work-related locus of control, the ability to sell oneself. Moreover, autonomy, adaptability, competitiveness, optimism and risk tolerance, work drive, and tolerance for financial security were positively associated with work satisfaction (Owens 2003). The Claire-Woldt (2005) and Fedenia (2005) studies also supported work satisfaction factors. These two studies examined nascent entrepreneurs who valued relationships, lifestyle, and ethics as drivers of business success. Emotional resilience is the ability to achieve peace of mind through personal and spiritual growth, the ability to maintain energy and vitality, and the ability to pursue one's passion to achieve self-satisfaction. The factors selected as relevant to this study from Owens' research are goal setting, emotional resilience abilities, building relationships, risk tolerance, and optimism because these factors were specifically listed and supported by the other studies.

The researcher constructed Table 4 to show a composite list of 15 relevant factors synthesized from the literature on business success. The researcher grouped these factors into the three categories related to owner performance, satisfaction and business growth. This study explored the relationship of fear these three categories of success factors and examined what performance interventions may be useful to help manage fear and optimize these success factors.

Table 4. Business Success Factors and Descriptions

Category	Business Success Factors	Additional Descriptions
Owner Performance	Planning/goal setting	Setting goals/measuring metrics of business success
	Managing resources	Effectively use time, material, processes, and employees toward goals
	Adapting to technology	Applying innovation/learning new ideas
	Making money	Securing funds to operate, generate profit table sales, create new jobs
	Tolerating risk	Being prepared for obsolesce, competition, marketing new product
Owner Satisfaction	Influencing people and building relationships	With key stakeholders: employees, suppliers, customers, community
	Personal and spiritual growth	Consistently progressing and achieving peace of mind
	Managing change and overcoming obstacles	freely communicate needs and reinforce change benefits/adapting to crises
	Maintaining energy/vitality/optimism	Positive physical/mental/emotional health
	Achieving self-satisfaction	Pursuing my passion, attaining happiness
Business Growth	Growth compared to industry	Could be lower, same or better than others
	2006 sales compared to 2005	Could be lower, same or better than previous
	2005 sales compared to 2004	Could be lower, same or better than previous
	2006 # employees vs 2005	Could be lower, same or better than previous
	2005 # employees vs 2004	Could be lower, same or better than previous

### Interventions to Increase Fear Management Capabilities

#### *Applying the BEM to Developing Fear Management Interventions*

Binder (1998) and Dean (1998) agree that Gilbert's seminal contribution to human performance technology was the emphasis on accomplishments rather than on behavior itself. Gilbert (1996) developed the Behavioral Engineering Model (BEM), which is a matrix of the six factors: information, resources, and incentives are considered environmental factors, while motives, capacity, and skills/knowledge are considered

individual or personal factors. The model contains a checklist of statements on where to begin to look for gaps in the human performance system. The system interaction with these six factors is shown in Appendix C.

The BEM model is scaleable for small enterprises as well as large endeavors at the societal level. It is both a troubleshooting guide and a strategy tool. For troubleshooting, the BEM model can narrow down where to look for causes of performance gaps. Reframing the “look for” statements in each of the six cells as questions allows the performance practitioner to begin the performance analysis process. As a strategic tool, it can highlight strategic objectives that can proactively address these six major factors in an organization and be a preventative measure for heading off problems in the small business environment.

#### *Consulting, Coaching and Mentoring as Fear Management Interventions*

Research studies dating back to the 1960s (Clayton, 1998; Herriott, 2000; Why New, 1964) establish that management skills such as prior experience, stress management, marketing, and financial management are strongly associated with business success. When owner limitations become the limitations for business success, performance consulting may be used to identify and close the gap on what is needed to diminish the effect of personal fear (Glaser & Snell, 2006).

*Performance consulting.* Performance consulting is a specific brand of management consulting focused on improving the performance of human beings and thereby improving the overall business system of which they are the most dynamic part. Consultants inherently provide objectivity and neutrality, which adds value by supporting and helping business owners sharpen their perspective on a specific problem area and

delivering results such as improved cash flow and streamlined processes (Carroll, 1995; Smith & Whiting, 2006). Schmidt and Richter (2006) state that delivering knowledge through analysis and synthesis, project set up and problem definition, intervention design and development are the key performance consultant deliverables. Additionally, performance consultants often stay involved throughout the implementation to provide project guidance and quality control. Performance consulting is particularly well suited to analyzing performance in a business, identifying the right problem or opportunity to address, and assessing the readiness for implementation. Ultimately, the aim of performance consulting is to find ways to improve the accomplishments of the people, processes, and overall systems (Rummler as cited by Donovan, 2004; Vossman, 2002).

The objective, expert advice of consultants can influence the fear clusters related to fear of the unknown and the fear of not having enough. Having additional expertise and often an extra set of hands to assist with gap identification, organizational readiness, and goal accomplishment can ease the fears of many entrepreneurs. When performance consulting identifies personal barriers as a root cause to job performance, the practitioner may recommend coaching as an intervention.

*Coaching.* Coaching is a tool used to enhance a variety of skills in the area of leadership, management, finance, communication and negotiation. It is an inquiry process based on a trusting relationship and the coach often serves as an objective sounding board for business owners (Reeves, 2006). Although coaching is a personal relationship, it is not just all about the person; it is about integrating the needs of the individual and the organization (ICF, 2006). Ring, (2006) conducted a study that supported a return on investment through coaching outcomes. Additionally, coaching is useful for working with

groups to expand the group's effectiveness. Ring's study showed that coaching assisted people in being ready to take on new responsibilities, removing emotional barriers to performance, and ensuring individuals are functioning at full capacity to support organizational goals.

This type of performance intervention may be effective for increasing the capabilities of entrepreneurs to manage personal fears related to work/social stress and death/danger. Another type of intervention useful for increasing personal performance is mentoring.

*Mentoring.* Mentoring provides significant value to business leaders (Reeves, 2006). The purpose of mentoring is to share wisdom gained from experience and learning (Bird, 2006; Mattacks, 2004). Newbold-Coco (2006) completed a study that showed a positive correlation between mentoring and career advancement for professional women. Other research on mentoring suggested that mentoring has a positive influence on protégé performance and business outcomes (Fagenson-Eland, Baugh, & Lankau, 2005; Sullivan, 2000). DeGraffenreid's (2004) study of 247 companies in a federal business-mentoring program found that the protégé companies were more likely to survive and grow at a greater rate than their non-mentored counterparts in a control group. Mentoring may be most effective in addressing fears related to the fear of criticism/failure.

When systemic or personal fears are exposed as an underlying root cause of performance gaps, consulting, coaching and mentoring can be considered useful interventions. Table 5, developed by the researcher, shows a sample of how Gilbert's (1996) Behavioral Engineering Model could be applicable for developing interventions for increasing fear management related to gaps in the six performance categories. It



shows the categories of information, resources, incentives, motives, capacity, and skills and knowledge for entrepreneurs with typical gaps that could have fear-related root causes. Table 5 also highlights some interventions related to consulting, coaching, mentoring and personal development that can address business-related fears in the workplace. Table 5 may have direct application for human performance practitioners who can use the this table as a job aid to guide investigations into systemic problems to determine if fear may be a part of the underlying root causes of performance issues.

Table 5. Sample Application of the BEM Model for Fear Management Interventions

Human Performance Area	Typical Gap	Fear Related Root Cause	Intervention Suggestions
Information	Goals are unrealistic too low or too high	Fear of failure Systemic fear accountability	Coaching on integrity Consulting on strategic planning to clarify goals Personal development related to constructive feedback and accepting self
	Lack of ability to influence others	Individual fear related to credibility	Coaching on making clear requests and developing an abundance attitude
	Lack of clear feedback; Uncorrected Performance problems, High turnover	Lack of clear requests Little empathy for recipient	Executive coaching of Senior managers on trust and the benefits of empowering others
	Performance system not tied measurable outcomes	Lack of trust in frontline supervisors	Consulting on effective alignment of communications
	Lack of communication plans for key strategies	Resignation that it may not make a difference	Consulting on prioritizing and project management Coaching on making clear requests and developing an abundance attitude
Resources	Not enough resources (time, tools, funds, materials, people)	Scarcity attitude and fear of not having enough	Transformation work Coaching to guide interaction of various groups in non-work events
	Emotional work environment is not safe	Spiritual immaturity where differences and diversity not appreciated	

Table 5. (Continued) Sample Application of the BEM Model for Fear Management Interventions

Human Performance Area	Typical Gap	Fear Related Root Cause	Intervention Suggestions
Incentives	No job enrichment programs	Lack of valuing employees contribution	Coaching on appreciation and gratitude; Consulting to establish programs
Motives	Task are not rewarding	Complacency and indifference	Coaching and Self-assessments to align tasks to jobs and people; Consulting on job redesign
Capacity	Stress or burn out interfering with job	Fear related to competencies being questioned	Consulting to review resource allocation; Coaching to provide assurance and value
Skills	Employees not sharing information	Fear of not enough power, influence, or control	Coaching on generosity, trust and team building

#### Summary

Through this literature review, a gap was uncovered in the academic knowledge about the relationship between fear and entrepreneurial success. The literature shows how fear can significantly affect human health, well-being, and human behavior in general. Gilbert's (1996) focus on performance clearly ties behavior to performance related to accomplishing worthy goals. There was also significant literature relating business owner performance to business growth and success. Thus, from the literature there appears to be a linkage between fear, behavior, performance and success. However, the literature did not reveal any studies that directly related to discovering the relationship of business-related fear to entrepreneurial success.

The literature review began by considering the theoretical foundation for this research. Systems theory and holism are philosophical paradigms for thinking about and

explaining the world as a group of interrelated elements, while human performance technology is a field of practical application for these worldviews. Bertalanffy (1972) the founder of the general systems theory, Harman (1988) a pioneer of holism in business, and Gilbert (1996) the founder of human performance technology would agree that everything in the universe, at one level or another, is a part of a whole.

Secondly, literature on the biological nature of fear was examined, and it revealed that when fear exists as free-floating anxiety, the body's stress hormones remain elevated. In other words, the absorption of these hormones becomes inhibited and they remain in the body and become toxic. These emotional toxins in turn have a negative effect on the immune, circulatory, and digestive systems. Health issues resulting from fear can decrease the contributions of the business owner.

Thirdly, the review examined five types of fears. Fear is a part of everyone's natural emergency safety system, but when fear such as self-doubt or dread remains for an extended period, the negative effects of fear can slow down or stop progress toward business goals. The researcher compiled twenty-five business-related fears from the literature and grouped them into five clusters: work/social stress, criticism/failure, the unknown, death/danger, not having enough.

Fourth, the researcher selected and grouped fifteen business success factors from the literature into three categories. The literature presented dozens of factors that contribute to the success of small businesses. However, the literature showed that the three categories of owner performance, owner satisfaction, and business growth factors must be consistently blended to ensure the whole enterprise accomplishes its intended goals.

Finally, the literature presented the Behavior Engineering Model (BEM) (Gilbert, 1996) as a scalable model that could be used to identify where fear may be related to the root causes of performance issues. The principles of the BEM support systems theory and holism in business. The model was applied to show how consulting, coaching and mentoring might be used as interventions that can make positive contributions toward increasing entrepreneurs' performance.

Overall, Stern (2005) and others support fear as a significant contributing factor for negatively effecting well-being and creating barriers to improving business. Additionally, numerous studies have examined the factors related to business success, yet no academic studies supported the relationship of fear as a barrier to business success and growth. Hareli, Shomrat and Biger (2005) would agree that a study to examine the role of fear could be of value in better understanding the relationship of emotions in small business success. Therefore, this study was designed to explore, collect, analyze, and synthesize data that could reduce this knowledge gap on the relationship between business-related fear and entrepreneurial success, as well as what interventions might be beneficial for managing business-related fear.

## CHAPTER 3: METHODOLOGY

### Rationale for Research Design

This research study was a mixed-methods research study to include a quantitative survey (see Appendix A) sent to about 1200 small business owners and qualitative personal interviews (see Appendix B) with about a dozen small business owners. Creswell (2003) affirms that mixed methods recognize the value of both quantitative and qualitative methods and seeks to take advantage of the strengths of both for a full exposition of the topic being considered: entrepreneurial success and the effect of fear on human performance.

To understand mixed methods research and how it was used to address the central research topic of entrepreneurial success and the effect of fear on human performance, it is critical to understand the particular mixture of research methods under consideration. Mixed methods research uses a combination of two primary research methodologies in current use: quantitative research and qualitative research.

Quantitative research is primarily an objective approach in which the researcher attempts to remain objective and outside the environment or at least minimize interference with the subject of study (Kemmis & McTaggart, 2005). The quantitative researcher employs rigorous and systematic methodologies to look for activities and events that can be measured or quantified by experiments in terms of numbers, time, and statistics. Gall, Gall, and Borg, (2003) declare, “The experiment is the most powerful quantitative research method of establishing cause-and-effect relationships between two or more variables” (p. 365). However, there are many other forms of quantitative research

to include non-experimental forms such as causal-comparative, correlational and descriptive, which can take on an exploratory nature to discover or suggest new theory or define new problems (Swanson & Holton, 1997). This study used descriptive (survey) and correlational research to gather information to describe the characteristics in the domain of fear and entrepreneurial success. The resulting correlations could then be used to determine if a relationship exists and explore whether fear is a problem that plays a significant role in hampering success.

Qualitative research, broadly speaking, is more subjective because the researcher is located within the environment being studied (Denzin & Lincoln, 2005). The qualitative researcher looks at a subject to determine by observations and interactions the degree to which particular qualities are present. Using flexible strategies, the qualitative researcher allows a version of reality to emerge during the research and provides an interpretation for understanding a phenomenon. In qualitative research, the role of the researcher is integral to the research effort and the researcher's subjective and expert opinions are clearly stated upfront and throughout. However, the role of the researcher is not to overshadow the voice of the participants. The qualitative aspect of this study used personal interviews to suggest a direction for developing interventions for increasing fear management capabilities.

A mixed methods approach to research then would necessarily be some mixture of these two methods: quantitative and qualitative. Although the mixed methods approach to inquiry is less well known than either quantitative or qualitative methods, it is gaining in popularity. Creswell (2003) claims that "Mixed methods has come of age: To include only quantitative or qualitative methods falls short of the major approaches being used

today in the social and human sciences” (p. 4). Campbell and Fiske (1959) were among the first researchers to use a mixed methodology to study psychological traits related to personality (as cited in Creswell, 2003). “Both research methods are valuable, in fact they are often quite powerful when used together” (Swanson & Holton, 1997, p. 66). The strength of using the mixed methods approach comes from the fact that both methods, quantitative and qualitative, have limitations, and using a combination of methods and a variety of strategies that complement each other and are suitable to the research question provides validity and believability in the researcher’s findings.

Yin (1989) asserts that quantitative research can reveal the ““what, how much, and how often, on the other hand, qualitative research can reveal the “why and fuller descriptions.”” Together in the mixed methods, quantitative and qualitative research tools enable research to advance practice (Swanson & Holton, 1997) and inform this study on how fear might affect entrepreneurial success. With the ebb and flow of the debate among quantitative and qualitative researchers, it becomes even more critical to call for a holistic approach to research that embraces the complementary nature of both quantitative and qualitative methodologies. A mixed methods approach to research makes contributions to the field of knowledge by providing data from a sample group that can be generalized to a larger scale group and at the same time enrich one’s understanding through deep and detailed explanations of what is happening in a small scale real life setting (Marsick & Watkins, 1997).

Additionally, the mixed methods approach often expands the use of the triangulation construct, which is also evident in this research design. Jick (1984) argues that triangulation “provides a more complete, holistic, and contextual portrayal” in order

to realize a more accurate analysis and explanation. The mixed method was selected based on the merits of gaining the synergistic effect of using multiple research lenses to look a single topic: entrepreneurial success and the effect of fear on human performance.

### Application of the Mixed Methods Research

To understand the work-related fears experienced by entrepreneurs, the quantitative aspects of the mixed method in this study included collecting self-reported demographic data and perceptions from a large sample of small business owners through an electronic survey, shown in Appendix A. The qualitative aspects of this research include conducting personal interviews, shown in Appendix B, with a sub group of this sample population of business owners.

The quantitative survey was used as a discovery tool regarding the relationship of fear to entrepreneurial success, and the qualitative interviews was use to gain deeper insight into entrepreneur's perspectives on how fear affects business success and what interventions are effective for increasing fear management capabilities. This mixed methods approach supports a complementary design as endorsed by Kelle (2006) to take advantage of mutual strengths and compensates for the mutual weaknesses of both quantitative and qualitative methods.

The strategy included both sequential and simultaneous data collection. The strategy for this research followed a process to implement the survey instrument first, followed by the interviews to collect business owners' perceptions. The interviews began after receiving partial survey responses to allow the survey responses to inform the interview process.



## Research Questions and Objectives

This study explored the following questions and associated hypotheses:

### *Questions*

1. What are the most common business-related fears reported by entrepreneurs?
2. What is the relationship between business-related fear and small business success?
3. What is the relationship between the most common business-related fears and the demographic characteristics of entrepreneurs?
4. How do entrepreneurs perceive the effectiveness of human performance improvement interventions such as consulting, coaching, and mentoring in increasing their fear management capabilities?

### *Hypotheses*

1. There is no relationship between the level of perceived fear and the level of owner performance, owner satisfaction, and business growth.
2. There is no relationship between the level of perceived fear and business owner demographics (owner age, experience and education).
3. There is no relationship between the level of perceived fear and business demographics (age of the business, number of employees, annual sales).
4. There is no relationship between the level of perceived fear and business owner ethnicity.
5. There is no relationship between the level of perceived fear and business tax structure.
6. There is no relationship between the level of perceived fear and business owner gender.
7. There is no relationship between the level of perceived fear and business location.

### *Objectives*

The objective of this study was to collect and analyze relevant data that may provide insight into the relationship of fear to small business success in order to add to

the body of knowledge by answering the stated research questions and address the hypotheses.

The answer to the first research question (most common fears), used a fear index survey to determine how fearful the entrepreneurs feel about the 25 fear items. The fear index score (FIS) is the combined total of the fear items. The FIS ranged from 25 to 125, with a higher score indicating more fears. The most common fears were those with the five highest means.

The answer to the second research question (relation of fear to success) was determined by having the participating entrepreneur's rate themselves on the three sets of factors called business accomplishment ratings (BAR). The BAR ratings ranged from five to 25 with a higher rating indicating more success. The FIS was then correlated to BAR 1, BAR 2, and BAR 3. The three separate inverse correlations using the two numerical data points provided data for determining if there was a relationship between fear and business success.

The answer to the third research question (relationship of demographics to fear) correlated the FIS to various demographic characteristics to determine if a significant trend existed. The answer to the fourth research question (successful interventions) came from the interviews, which provided qualitative insight into what performance improvement interventions, such as consulting, coaching, and mentoring, that entrepreneurs used for increasing their capability to manage fear and promote business success.

The researcher expected that rejecting a null hypothesis would result in inverse correlations for the FIS and BARs. Figure 2 illustrates a potential result of one of the

hypotheses of the study showing an anticipated outcome that higher levels of fear relate to lower levels of business success and vice versa.

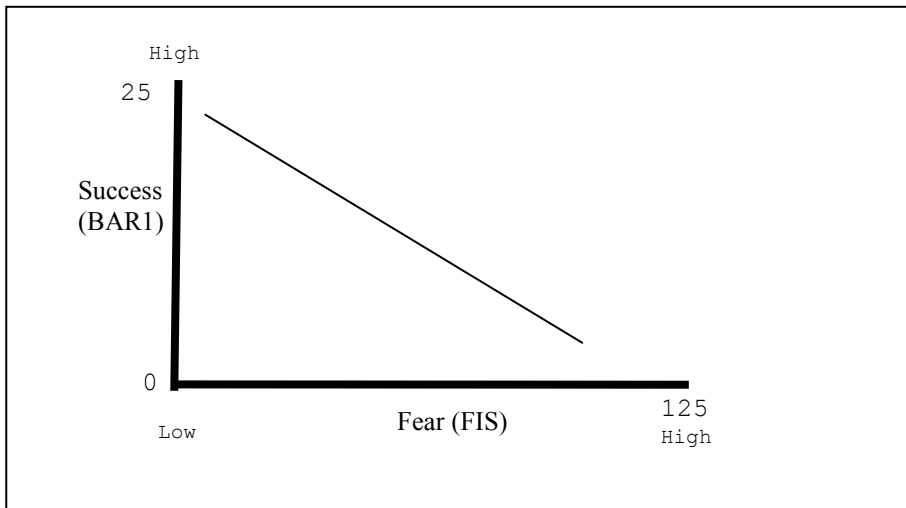


Figure 2. Illustrated sample hypothesis of the study

### Research Design Strategy

The strategy for this study used a mixed methodology. This research study followed the process as shown in Figure 3, which indicates the research questions provided a guide for the research design as well as the data collection and analysis.

This mixed methods study follows the general design of other quantitative and qualitative research. Maxwell (2004) outlines the components and contextual features of sound mixed methods research using a series of questions to guide the process. The outline recommended by Maxwell was used for addressing the subtopics of purpose, existing research, design, population sampling, validity, and analysis and interpretation in relationship to the research questions. These subtopics ensured the study was significant, organized, and well structured (Gall, Gall & Borg, 2003).

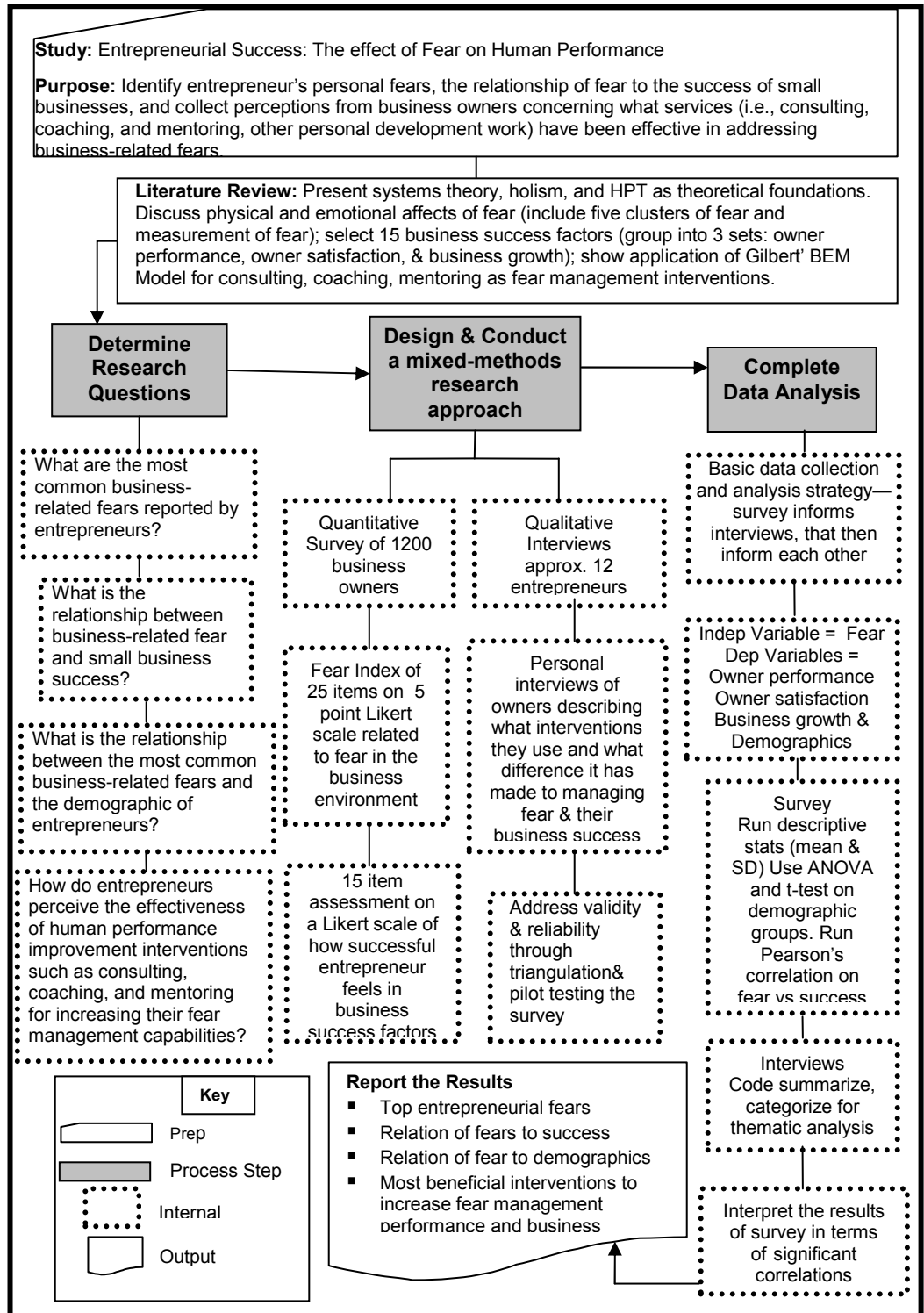


Figure 3. Research process flow diagram

Starting with the survey, data was collected that then informed the subsequent business owner interview process. Where survey data was available and informative to the interview process the survey data was used. The data collection process followed the diagram in Figure 3.

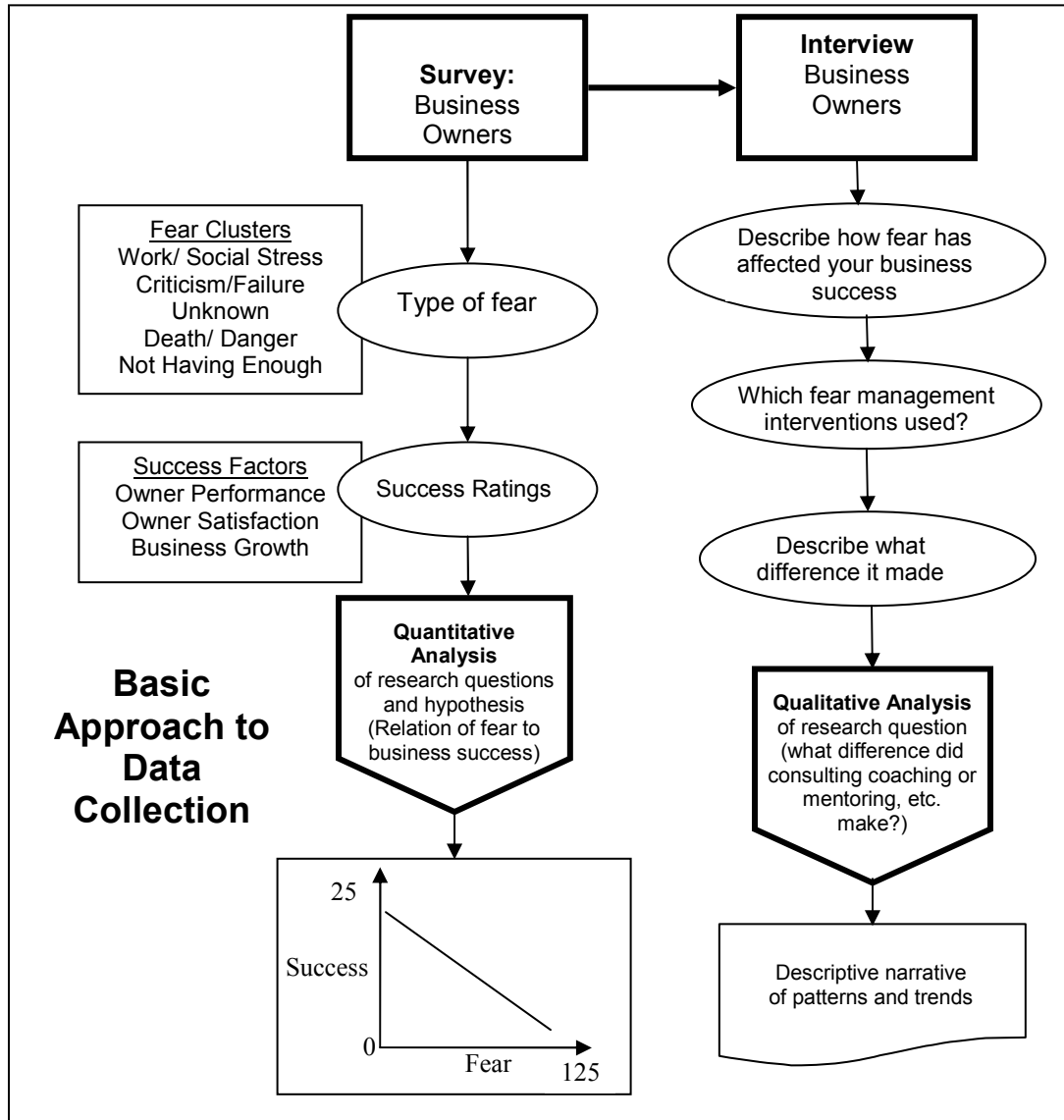


Figure 4. Basic approach to data collection and analysis

## Population and Sampling Strategy

### *Pros and Cons of Convenience Sampling*

This study used the most common method of sampling in behavioral and social research, which is nonprobability or convenience sampling that selects the participants based on their availability. The researcher selected purposeful nonprobability sampling to get an approximation of the truth. Trochim (2006a) contends that this type of sampling is generally quicker and less expensive than selecting a random sample. Herek (1997) cautioned researchers that nonprobability samples might be difficult to generalize to larger audiences. Therefore, generalizations obtained from a nonprobability sample should consider who has been excluded or over-represented and if the findings have been replicated by different researchers and can provide a sound approach to utilizing the data from nonprobability research within its limits.

Of the two types of non-probability sampling, accidental and purposeful, this study used purposeful sampling of the business owners in the Southwestern state. The target population was small business owners, in business less than five years, with less than 20 employees and. The survey sample was from a chamber of commerce membership database of over 1,200 businesses. The businesses in this group were from a variety of industries and locations such as rural, urban, and Internet businesses. The targeted Southwestern state had a higher than average Hispanic population (43.4% for State versus 13% for U.S.) (U.S. Census, 2007). The selected chamber had a mixed ethnicity of 40% non-Hispanics and 60% Hispanic owned businesses. Businesses from all over the state were members regardless of physical location or ethnicity of owners.

Focusing on businesses with fewer than 20 employees and less than five years allowed

for better data comparison with other historical data, small business profiles, and research reports from the U.S. Small Business Administration, which typically segments employer firms into establishments with 1-19, 1-499, and 500+ employees (SBA, 2004).

The researcher considered a limitation of the study, was that although the sample population included business owners from multiple ethnicities, a higher number of Hispanics could respond to the survey due to the demographics of the selected chamber. Therefore, the results could have included a higher number of Hispanic respondents. Yen (1997) suggests that one way to make a nonprobability sample more useful is to calculate a robust weighted mean for the specific results that may be useful for generalizability. For example, if the results of this study were more skewed toward a higher number of Hispanic owned businesses, the ethnicity values can be weighted to correspond to the typical state population, or the typical U.S. population for clearer comparisons. Within this descriptive research, the researcher determined that a weighted mean would be calculated if the number of Hispanic respondents exceeds 50% of the total respondents. Additionally, the descriptive statistics and Pearson correlations were included for the different demographic groups to see if the results suggested a trend in the relationship between fear and success.

Upon completion of the survey, all participants had the option to participate in the interview portion of the research if they met specific selection criteria. Selection of approximately a dozen interview participants was from those volunteers who completed the survey and met the following criteria:

1. They had less than 20 employees.
2. They had been in business between one and five years.

3. They had used performance intervention services such as consulting, coaching, or mentoring.
4. They were actively involved in their current business venture.
5. They were willing to provide business name, owner name, e-mail and phone contact information.

The survey participants who did not wish to participate simply exited after the survey. After reading a short purpose statement and the criteria, those who agreed to participate were asked to e-mail the researcher their contact information upon exiting the survey instrument. The researcher then sent each one a formal consent letter for signature and upon return, arranged a time for the interview.

A minimum of 75, and no maximum, of usable responses was considered a valid sample size from the survey. The sample size from the interviews was a minimum of nine participants and a maximum of 15 who met the selection criteria.

## Instrumentation

### *Survey Item Selection*

The study measured the relationship between work-related fear, business success in terms of positive growth trends and owner satisfaction, and the demographic variables of entrepreneur such as age, gender, ethnicity, education, experience, and the business demographic variables of age, industry, location, sales revenue, and number of employees.

Prior research on fear, business success, and entrepreneurial characteristics, as cited in the literature review, provided the framework for this survey model. A few of the ideas from previous test instruments were useful, but for the rest, the researcher had to develop them. There is typically a need to modify prior instruments since in their original



use they were measuring different domains. The categories of variables for owner (i.e. age, ethnicity, education level), and business (i.e., location, number of employees, years in business, revenue, and demographics) were similar to the variables measured in similar studies of fear or studies of business success. Therefore, since most of the survey items were newly constructed, the researcher ran a pilot with a small representative group of local business owners to obtain feedback on the instrument. The pilot group was selected from members who attend a monthly event and who volunteer for the pilot survey. A minimum of five pilot responses was considered acceptable.

The instrument design enhanced the survey's content validity in three ways, a) by including questions that measured all the important aspects of the concepts in this study, b) by conducting a pilot survey, and c) ensuring the survey items met the consistency criteria recommended by Al-Zubeidi (2005). This criterion was as follows:

1. The survey questions included items pertaining to each variable related to the research questions.
2. The questions were applicable to small business owners and their work environment.
3. The questions were clear and unambiguous.
4. Construction of the questions was based on the theoretical framework of this study.

### *Survey Instrument Design*

The design and format of the survey, shown in Appendix A, was consistent with fear survey designs found in the literature review. Wolpe and Lang (as cited by Farmilant, 1995) constructed a fear survey for adults in 1969 which is still in use by clinical professionals today. Wolpe and Lang's survey included eleven fear clusters, three

of which are relevant for the current study: fear of failure, fear of the unknown, and fear of death. Gullone and King (1992) created a modified fear survey for children based on the work of Wolpe and Lang with five clusters that included a new cluster title for social fears, which was adapted for use in this study as fear of work/social stress. The fifth cluster title was adapted from one survey item regarding fear of not having enough money. These five cluster titles were relevant to the current study, but the researcher had to generate the details of the item content. Consequently, the names of the clusters that emerged were fear of work/social stress, fear of criticism/failure, fear of death and danger, fear of the unknown, and fear of not having enough. The survey instrument used in this survey followed the basic design of other instruments and use a five-point Likert (1932) scale rating.

#### *Survey Construction*

The survey questionnaire was one instrument sequentially numbered with 50 items grouped into three types of questions as detailed in Appendix A. The survey lasted in duration an average of 10 minutes. The survey instrument used a five-point Likert scale. The Likert scale measured attitude, and as such "the scale purports to measure direction (by agree/disagree) and intensity (by strongly or not) of attitude" (Albaum, 1997, p. 331). Farmilant (1995) asserts that "it is advantageous to administer such tests as a several-choice rating scale since this might make it easier for subjects to acknowledge different degrees of fearfulness" (p. 5). The survey instrument used the scale of not at all fearful to very fearful on the FIS and not at all successful to very successful on BAR 1 and BAR 2.

The first type of questions consisted of 10 demographic questions related to the owner and the business characteristics such as ethnicity, age, gender, years of experience, number of employees, and years in business.

The second type of questions included the business fear index (FIS). Based on the fears discussed in the literature review, the researcher selected 25 of the most common entrepreneurs' fears and grouped them into the five clusters. The content items of previous adult survey instruments primarily focused on phobia and pathological behavior and were not relevant to this study. Therefore, the content items, applicable for business owners, were generated from the existing literature. The survey asked the business owners to show how afraid they were of the list of business-related fears. The fear clusters are

1. Fear of work stress/social stress (i.e., losing the respect of customers)
2. Fear of criticism/failure (i.e., not making a difference)
3. Fear of the unknown (i.e., being sued)
4. Fear of death/danger (i.e., dying or getting sick)
5. Fear of not having enough (i.e., lack of money or skills)

The third group of 15 questions on the survey, divided into three categories, also used a Likert scale. These questions asked participants to rate their perceived level of success (not at all to very successful) on different business factors. The first two categories, with five items each, used a five-point scale: owner performance category (goals, resources, learning and adapting, making money), and owner satisfaction category (taking risk, relationships, change, optimism, and passion). The third category also had five items,

related to business growth, but this section was rated on a four-point scale of not applicable, less than, same, or more than previous years.

### *Interview Construction*

Interviews with approximately 12 business owners in the state were planned. The interviews were to document the role of fear in participant's personal and business challenges, personal support they have available to help deal with fears. Ultimately, the researcher designed the interviews to reveal the perspective of individual business owners about the fears they experienced and what difference performance interventions such as consulting, coaching, and mentoring made on their performance and ability to manage fear and increase their business success.

Some interviews were conducted face-to-face while most were conducted over the phone. The interview included six primary questions as shown in Appendix B. Follow-up probing questions were added as needed to draw out a complete description of how the entrepreneurs managed their business-related fears. The researcher then documented, summarized, coded, and analyzed the interview responses for trends.

### Data Collection Methods

This study used two data collection methods from multiple sources to minimize the misinterpretation by the readers of the study. A Web survey was sent to the large target population via an Internet e-mail request. The advantages of a Web survey included rapid response rate, cost effectiveness, increased respondent flexibility, and higher response rates (Hamilton, 2004).

The participant's identity and the identity of their business remained anonymous. The survey responses were given numerically coded identities. Participants were asked to

answer each question as honestly as possible and click the submit button when done. If they skipped a question, a reminder came up at the end to allow them to respond or exit. Surveys that had all fear and success factor items completed were considered valid and missing demographic data did not automatically disqualify a participant. The survey data was collected, exported to MS Excel as a CSV file and then submitted into SPSS, a statistical analysis program.

After the initial respondents completed the survey, the interviews were started. The interview data was collected on hand written interview sheets with a digital recorder as a backup. The researcher then transferred the comments into an MS Excel spreadsheet to assist with sorting and coding the interview response into patterns and organized by interview questions. Sample portions of the interview response narratives have been included in Appendix F.

A detailed e-mail announcement invited the general membership of the selected chamber of commerce to access and complete the research survey. The researcher purchased a database of member e-mail addresses from the selected chamber, as well as a private and secure Web site link to FreeOnlineSurveys.com. A security password was used to guide each participant to a Web page to take the survey. The private account purchased from FreeOnlineSurveys.Com allowed the data to be accessible for downloads to a statistical analysis program throughout the data collection process.

To maximize the response rate, the researcher sent an advance e-mail announcing the upcoming survey. A follow-up reminder was sent five days after the initial invitation for those that had not yet responded. To establish legitimacy, a brief description of the

researcher's credentials and contact information was included for the participants to ask questions and provide feedback.

### Validity and Reliability

With any newly generated research instrument, validity and reliability are a concern. This study established validity and reliability of the survey instrument by using triangulation and a pilot test to ensure the survey would measure what it intended to measure and that it could produce consistent results.

*Research design validity.* Triangulation uses multiple methods or sources and is “an alternative to validation” (Flick, 2002, p. 227). The mixed methods approach often expands the use of triangulation, which was evident in this research design using both an electronic survey and personal interviews. Triangulation was also evident in the data collection method, which used both individual perceptions and hard data that could be corroborated by external sources such as number of employees, annual revenue, and funds expended on consulting, coaching and mentoring. Additionally, the collected data included entrepreneurs with a variety of ethnic, education, location, experience, and industry backgrounds. Triangulation, in this study, corroborated findings, offset the shortcomings of any given method, and offered different ways for the data to be seen (Cox & Hassard, 2005; Blaikie, 1991, 2000; Denzin & Lincoln, 2005; Ghauri & Gronberg, 2002; Jick, 1984; Neuman, 1994; Stake, 2005).

*Sample size validity.* To insure the survey sample was valid the survey sample consisted of over 1200 diverse members and needed to yield a minimum of 75 usable responses to infer a valid sample size of respondents.

*Survey pilot test reliability.* The survey questions are shown in Appendix A. The survey pilot included 21 small business owners to collect feedback on readability, comprehension, and length of time spent. The researcher incorporated the recommended improvements. Piloting the survey on a small group prior to sending the survey to the larger group added to the reliability or consistency of repeatability of the survey. Prior to sending the survey to the larger group, the survey tool was reset with an option to prevent duplicate responses.

*Survey item validity.* Farmilant's (1995) review of the history of fear surveys showed that it was not necessary to be overly concerned with validating specific items listed on a fear survey because of the individual nature of how fear is perceived. No matter what items appear on the survey, someone will endorse the items and thereby give each a degree of validity. Huitt, Hummel, and Kaeck (2001) state assessment items, which are valid, can also be considered reliably consistent within the topic being researched.

## Data Analysis

The major focus of this research was exploring the relationship between the independent variable level of fear and three dependent variables of owner performance, owner satisfaction, and business growth.

First, the descriptive statistical calculations were completed and then the focus of the data analysis addressed the correlation of fear level to business success factors. The data analysis initially generated the FIS, which was a number calculated from adding the scores of all 25 fear item numerical values of the Likert scale. For example, a participant could have selected a value of 1 to 5 for any fear item with a minimum score of 25 to a

maximum score of 125. The data analysis then generated the BAR success factor ratings for owner performance (BAR1), owner satisfaction (BAR2), and business growth (BAR3). Each BAR consisted of five items. BAR1 and BAR2 had numerical values of rating 1 to 5 and had a minimum score of five and a maximum score of 25. BAR3 had numerical values of 1 to 4 for a minimum score of four and a maximum score of 20. Raw scores were used on all calculation and reporting. The researcher developed Table 6 to show how the data analysis for each research question and hypothesis was addressed.

Table 6. Data Analysis Aligned to Research Questions (RQ) and Hypotheses (H)

Independent Variable	Data Source	Analysis Method	RQ/H	Dependent Variable
Fear (score) Composite and Clusters	Survey	Descriptive Statistics	RQ1	Common Fears
				Performance (rating)
		Pearson's Correlation	RQ2/H1	Satisfaction (rating)
				Business Growth (rating)
			RQ3/H2	Owner Age
				Experience
				Education
			RQ3/H3	Business Age
		# of Employees Annual Sales		
		ANOVA	RQ3/H4	Ethnicity
	Tax Structure			
T-test	RQ3/H5	Gender		
		Location		
	Interviews	MS Excel for manual analysis	RQ4	Effectiveness of Interventions



The data was output as both standard statistical tables and graphical charts. On a graphical chart, each participant's FIS and BAR1 was plotted on an XY axis to produce a scatter plot with a linear regression trend line. The process was then repeated for BAR2 and BAR3. An assumption previously addressed was that the data was likely to suggest that fear and success were inversely correlated, which means when the fear score is higher, the BAR1, BAR2, and BAR3 scores will be lower and vice versa.

In addition to using Pearson's correlation to determine if there was a relationship between fear and the success factors, this correlation was also useful for comparing the ordinal demographic variables to the FIS. In comparing fear to the gender and location (nominal) demographic variables, a single tailed *T*-test was used. Further, analysis of variance (ANOVA) was useful for determining relationships between groups related to the five ethnicities and the three tax structures (sole proprietorship, partnership, and corporation). Because this was descriptive research, the correlation results could have been positive or inverse (negative). The correlations were determined to be significant when the value of  $p < 0.10$  and strongly significant when  $p < 0.05$ .

Conducting the content analysis of the interviews included developing a category coding procedure as recommended by Gall, Gall, and Borg (2003). The comments were categorized by whether consulting, coaching, mentoring, and other interventions made a high, medium, low difference to increasing fear management capabilities or business success and whether the participant spent a high, medium, or low amount of resources on these services. The MS Excel computer software program assisted the researcher with segmenting, categorizing, coding, grouping, and drawing conclusions from the interview responses, while the SPSS 15.0 software program was used to summarize, chart, and

graph the quantitative analysis of the variables shown in Figure 5. The researcher used Creswell's (2003) data analysis steps as follows:

1. The data report for this study included information about the number of sample members who did and did not return the survey. Additionally, demographic data was collected and compared to levels of fear and to the business success factors to inform the research questions.
2. To determine the response bias, the responses were monitored on a daily basis. The data from those who respond the last 2 days were considered "late respondents" and compared against those who respond early for any significant differences. No differences were evident.
3. The plan for providing descriptive statistics of the data for the independent and dependent variables included reporting the mean, standard deviation, range of scores.
4. The scaled terms were converted to numerical data, for example, one would represent a low level (not at all) and five would represent a high level (very much).
5. Analysis of variance (ANOVA) was used as a statistical significance test to look for relations between groups of entrepreneurs. Single-tailed *T*-tests were run on the nominal variables to compare two groups.
6. Pearson correlation statistics were run on the one independent variable, which was the participants' FIS; and the three dependent variables, the participants' BAR1, BAR2 and BAR3. Comparing the FIS and the BARs should provide data on whether or not people with X level of perceived fear report being successful to a different extent than people with Y level fear.

		Dependent Variables			Population Variables	
Area	Description (Number of Questions)	Business Accomplishment Rating			Entrepreneur Demographics	Business Demographics
		BAR1 Owner Abilities	BAR2 Owner Satisfaction	BAR3 Business Growth		
		Planning/ Goal Setting	Building Relationships	Growth rate compared to industry		
		Managing Resources	Spiritual Growth (peace)	2006 sales compared to 2005		
		Learning & Adapting	Change & Obstacles	2005 sales compared to 2004		
		Making Money & Growth	Energy/ Vitality/ Optimism	2006 # employees compared to 2005		
		Tolerating Risk	Self-Satisfaction (Passion)	2005 # employees compared to 2004		
				2006 # employees compared to 2005		
				2005 # employees compared to 2004		
Independent Variables	Composite Fear Score					
	FIS Fear of Work/Social Stress (5)					
	Fear Fear of Criticism/Failure (5)					
	Index Fear of the Unknown (5)					
	Score Fear of death and danger (5)					
	Fear of Not Having Enough (5)					

Figure 5. Visualization of data collection matrix

### Limitations of the Methodology

There were three potential limitations associated with the research design and methodology used in this study: using a flexible design strategy, ensuring accessibility of technology, and using self-reported data.

#### *Flexible Design Strategies*

There are often some limitations to conducting mixed methods research through a basic data analysis approach such as the one used for this study. The flexible nature of being able to select among the various strategies and data collections methods was both an advantage and a disadvantage. Having this wide range of choices naturally allows the researcher many options but often detracts from the ability to do comparisons to similar research. To address this potential limitation for future ease of repeatability and comparison, this research attempted to streamline the research design to include a

relatively short questionnaire (25 items) using a five-point Likert scale. Additionally, the qualitative segment employed a short directed interview process to collect specific perceptions from the business owners.

#### *Accessibility of Technology*

Another limitation potentially resulted from sending the survey via electronic mail. There are many areas of the state that do not have access to high-speed Internet and some rural business owners within the sample population may have been at a disadvantage. Expanding the use of technology in data collection must consider the quality and quantity of data expected in light of the accessibility concerns of the target population. Although the researcher was aware of this potential limitation, no special strategies were employed to mitigate this limitation. The sample population, drawn from the targeted chamber of commerce, was predominately-urban companies and was not intended to be completely representative of the highly rural economy in the state. Additionally, although high-speed Internet connections made responding to the survey easier, participants who used slower modes of connection were able to access and respond to the survey. Nevertheless, one strategy that would be more inclusive of the rural business community would be to arrange for and allow more time for postal-mailed responses from rural zip codes.

#### *Self-Reporting*

The literature cautions researchers about several limitations associated with self-reported data. Two limitations discussed by Wilson (2001) concerning self-reporting instruments include the observation that accuracy may deteriorate as time between the event and the inquiry increases, and the question for the researcher in deciding whether

self-reported data represents the actual circumstances or the perceptions of what the participants think the case may be. The Fear Survey Index content items used in this study measured a person's own perceptions at one point in time, which are impossible to standardize. Additionally, as with all fear surveys, the instrument used in this study did not measure the actual fear (hormonal changes in the level of adrenalin and cortisol); instead, it measured an individual's perceived response in anticipation of the fearful situation happening (Farmilant, 1995; LeDoux & Gorman, 2001). Because participants were reporting their own perceptions, it is possible that they were more constrained by fear than they realized and reported at the time of the survey. However, Farmilant states, "self-report surveys of degree of fearfulness to various stimuli have generally been found to be valid and reliable instruments to assess fears" (p. 11).

Spector (1992) warned against comparing two self-report variables regarding feelings or perceptions to each other. Spector (1994) suggests it is more useful to compare perceptions to objective observable variables, or use the perceptions from different people. This study followed Spector's recommendations and included data collected about the entrepreneur's feelings of fear and compared that data to three groups of success factors to include objective revenue, employee numbers, and general industry growth. Additionally, during the interviews, the participants were asked objectively verifiable questions about how many resources (money, time) they had expended on consulting, coaching, and mentoring services to help them manage their fears.

#### Ethical Issues and Expected Findings

The ethical issues that arose from trying to keep the participants' identities confidential presented some special considerations. Another potential ethical issue was

that participants could realize they were more constrained by fear than what they previously admitted to and this could cause them some distress. Although increasing the level of potential stress was not likely, participants received a mild warning about the nature of the questions prior to taking the survey as shown in the instructions, survey cover letter and interview consent forms (see Appendix B, C, E). Both of these issues, confidentiality and inducing reflections of personal fears were resolved by following the guidelines of the researcher's institutional review board. Other ethical considerations relevant to this study were those identified by Flinders (1992). This study followed Flinders advice, which urged researchers to consider the consequences of their actions in light of four types of ethics. These ethics are utilitarian (needs of the many outweigh the needs of the few), deontological (values based on honesty, fairness, and respect), relational (caring if the action is good for the community, individuals, and maintaining relationships), and ecological (viewing participants as members of a larger social system).

The expected findings were realized because the participants were open to discussing the relationship of fear to their success and the performance interventions they found beneficial to increasing their performance, developing their fear management capabilities, and optimizing their business success. In addition, the survey and interview process itself may have served as an educational awareness instrument and increased discussion and inquiries about fear management and holistic business concepts.

## CHAPTER 4: DATA ANALYSIS AND RESULTS

The main aim of the study was to examine the relationship between entrepreneur's personal fears and the success of small businesses, and to examine perceptions from business owners concerning what services (i.e., consulting, coaching, and mentoring, other personal development work) have been effective in addressing business-related fears.

In order to analyze this, the mixed method approach used in this study included collecting self-reported demographic data and perceptions from a large sample of small business owners through an electronic survey called the Entrepreneurial Fear Management Survey (Appendix A), and the qualitative aspects of this research included conducting personal interviews, using the Fear Management Interview with Entrepreneurs (Appendix B).

A convenience sample of 1,200 businesses in a Southwestern state was surveyed from the target population of small business owners who were members of a selected chamber of commerce, and 87 participants responded to the survey. The participating businesses were from a variety of industries and locations such as rural, urban, and Internet businesses. Measures were obtained for work-related fear; business success in terms of owner performance, owner satisfaction and positive growth trends; and the demographic variables of entrepreneur age, gender, ethnicity, education, experience, and the business demographic variables of business age, industry, location, sales revenue and number of employees.

The survey instrument was piloted to 21 respondents and modifications incorporated prior to distributing the survey through an e-mail and delivered via the

Internet to one of the largest chamber of commerce in the state with over 1200 member businesses. Those willing to participate in the study completed the survey and some from the same target population volunteered to participate in the personal interview portion of the research. The interviews were conducted both in person and over the phone. Overall, the survey was distributed to the sample population in mass, on one day, with a series of follow up reminders sent over a two-week period that contributed to 87 participants. A total of 83 responses were useable for demographics and statistical analysis by the Statistical Package of Social Science (SPSS 15) software application. A total of 76 responses were complete and usable for correlating the FIS with the BAR.

This chapter demonstrates the demographic profiles of the sample studied, and for each research question, both descriptive and inferential results have been offered and findings discussed. The researcher conducted the analysis using SPSS 15.0 at the 0.10 and 0.05 levels of significance.

### Reliability

Reliability of a measuring instrument is the extent to which it yields consistent results over repeated observations (Cohen, 1988). There are two methods to determine the reliability of an instrument that has been administered once, split-half and internal consistency. This study used Cronbach's alpha, which is the most common internal consistency measure and is usually interpreted as the mean of all possible split-half coefficients. Cronbach's alpha (Cronbach, 1951; Trochim (2006b) is the current standard statistic for assessing the reliability of a scale composed of multiple items in which the alpha measures internal consistency by looking at intercorrelation between items on a



scale (Creswell, 2005). To select the best method the reliability test was conducted with and without split-half and Cronbach's alpha was the same for both, but the test without split-half had a greater average internal correlation measure. The survey instrument used in this research collected measures for the entrepreneur's business-related fears and success. The reliability of the measures was sufficient for the purposes of this study as shown in Table 7.

Table 7. Reliability of Survey Instruments

Survey Instruments	Cronbach's Alpha
Fear Clusters	0.945
Success Factors	0.913

#### Descriptive Statistics

Table 8 and 9 display the demographic profile for the participants and their businesses. These frequency tables are based on the demographic questions in the survey, and the descriptive statistics are based on the dependent and independent variables. The data showed that the highest frequencies of the sample of entrepreneurs are Male (51.7%); Caucasian (58.6%); 56 years or older (43.7%) with Bachelors Degrees (41.4%). The data also showed that the highest frequencies of business related aspects are: 30% had been in business for 0 to 5 years; 85.1% were located in urban areas; 23.5% of the owners had 5 to10 years current industry experience; 57.5% had 1 to 5 employees; and 37.9% had an annual sales volume of up to \$100,000.

Table 8. Demographic Profile of Participants in the Sample

Variables:	Valid N	Percentage
<b>Gender:</b>		
Male	45	51.7
Female	42	48.3
<b>Age:</b>		
25 yrs or younger	1	1.1
26 to 35 yrs	10	11.5
36 to 45 yrs	18	20.7
46 to 55 yrs	20	23.0
56 yrs or older	38	43.7
<b>Ethnicity:</b>		
African American	5	5.8
Asian	2	2.3
Caucasian	51	58.6
Hispanic	20	23.0
Native American	8	9.2
Other (Portuguese)	1	1.1
<b>Level of Education:</b>		
High School or less	5	5.8
Some College	10	11.5
2 year/technical Degree	7	8.0
Bachelors	36	41.4
Masters	25	28.7
Doctorate	4	4.6

Table 9. Demographic Profile of Businesses in the Sample

Variables:	Valid N	Percentage
Number of years the current enterprise has been in business:		
0 to 5 yrs	26	30.0
6 to 10 yrs	15	17.2
11 to 15 yrs	17	19.5
16 to 20 yrs	8	9.2
21 yrs or more	21	24.1
Location:		
The State Urban	74	85.1
The State Rural	8	9.2
Other State Urban	1	1.1
Internet	3	3.5
Other	1	1.1
Years of experience in the current industry:		
2 yrs or less	12	13.8
3 to 4 yrs	22	25.3
5 to 10 yrs	11	12.7
11 to 15 yrs	4	4.6
16 to 20 yrs	17	19.5
21 yrs or more	21	24.1
Number of Employees currently in the business (Including Owners):		
1 to 5	50	57.5
6 to 10	12	13.8
11 to 15	7	8.0
16 to 19	2	2.3
20 to 49	8	9.2
50 to 99	1	1.1
200 to 499	4	4.6
500 or more	3	3.5
Approximate Annual Sales volume (\$):		
0 to 100,000	33	37.9
100,001 to 250,000	11	12.7
250,001 to 500,000	8	9.2
500,001 to 1,000,000	7	8.0
1,000,001 to 5,000,000	17	19.5
5,000,001 or more	11	12.7

Table 10 displays the descriptive statistics for the common fears. The positive skewness measures for the common fears indicate that most of the scores tend to lie in the

lower region of the range 5 to 25. Based on the Likert-type scales this would indicate that mean measures for the responses tend to be between not at all fearful to very fearful.

Table 10. Descriptive Statistics for the Common Fears

Variable:	Valid N	Mean	Standard Deviation	Skewness
Fear of Work / Social Stress	83	12.54	5.33	0.620
Fear of Criticism / Failure	83	11.46	4.53	0.580
Fear of the unknown	83	10.35	4.68	1.173
Fear of Death / Danger	83	10.00	4.26	1.060
Fear of not having enough	83	12.71	4.24	0.624

Table 11 displays the negative skewness measures for the business accomplishment ratings indicate that most of the scores tend to lie in the upper region of the range of scores (5 to 25 for BAR1 and BAR2; and 4 to 20 for BAR3). Based on the Likert-type scales this would indicate that mean measures for the responses to BAR1 and BAR2 tend to be mostly successful; and that mean measures for BAR3 tend to be higher for the business growth categories.

Table 11. Descriptive Statistics for the Business Accomplishment Rating

Variable:	Valid N	Mean	Standard Deviation	Skewness
BAR 1 Owner Performance	76	18.38	3.69	-1.209
BAR 2 Owner Satisfaction	76	17.70	4.43	-0.473
BAR 3 Business Growth	76	14.43	4.42	-0.676

## Results for the Research Questions

### *Research Question 1*

What are the most common business-related fears reported by entrepreneurs?

The highest mean for the common fear was for “Fear of not having enough” as shown in Table 10. Further investigation showed that the following particular fears had the highest average top five scores across the sample:

1. Not having enough time (M = 3.48)
2. Having my reputation smeared (M = 2.75)
3. Being misunderstood (communication) (M = 2.60)
4. Losing the respect of my customers (M = 2.59)
5. Not accomplishing goals (M = 2.47)

These results showed that “Fear of not having enough time” was the main fear reported by the participants in the study. Other main measures for this cluster of “Fear of not having enough,” were ranked 6th (Not having enough benefits and insurance); 7th (Not having enough resources) and 10th (not enough money to pay creditors) within the 25 measures of fear.

Average measures for “Having my reputation smeared;” “Being misunderstood” and “Losing the respect of my customers” which followed as the next highest reported fears were three of the five items measured for the fear cluster “Fear of Work/Social Stress,” which has the second highest ranked cluster of fears. “Not accomplishing goals” was ranked 5th and was incorporated in the cluster measures for “Fear of Failure.”

## Research Question 2

What is the relationship between businesses related fear and small business success?

Pearson's product-moment correlation coefficient is most commonly used to measure a relationship between two variables and can be any value between -1 and 1, and is most accurate when the variable measures show sufficient covariance (a statistic representing the degree to which two variables vary together). This statistic indicates the strength and direction of the relationship. The following Figures 6, 7 and 8 demonstrate the strength and directions of the relationships between measures for business-related fear and measures for small business success.

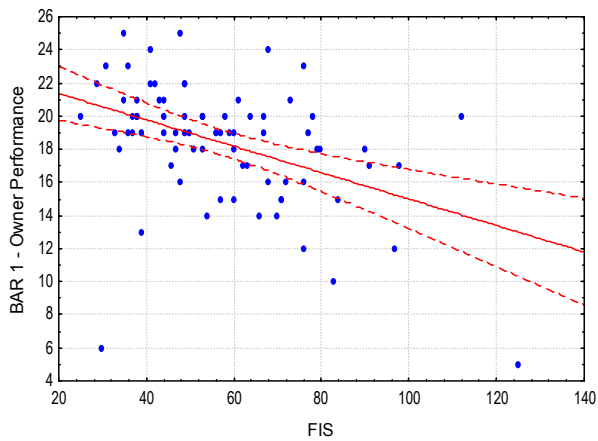


Figure 6. Scatter plot regression line and 95% confidence interval for FIS and BAR1

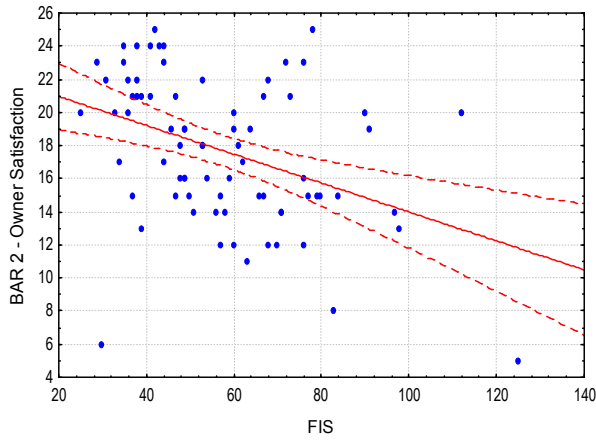


Figure 7. Scatter plot regression line and 95% confidence interval for FIS and BAR2

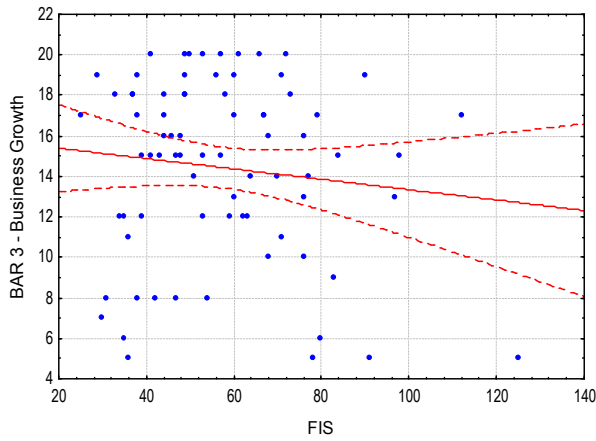


Figure 8. Scatter plot regression line and 95% confidence interval for FIS and BAR3

Overall correlations between the measures of FIS (Fear Index Score) and the three BARs (Business Accomplishment Rating) demonstrated in Figures 6 through 8 were  $r = -0.434$  ( $p < 0.001$ );  $r = -0.395$  ( $p < 0.001$ ) and  $r = -0.116$  ( $p = 0.317$ ) respectively, which show statistically significant inverse relationships between level of fear compared to owner performance and satisfaction across the sample. The raw data is shown in Appendix E.

Hypothesis O<sub>1</sub>: There is no relationship between the level of perceived fear and the level of owner performance, owner satisfaction, and business growth.

Hypothesis A<sub>1</sub>: There is a significant relationship between the level of perceived fear and the level of owner performance, owner satisfaction, and business growth.

Table 12. Pearson's Correlations Between Fear Clusters and the Level of Owner Performance, Owner Satisfaction, and Business Growth

Variables:	BAR 1	BAR 2	BAR 3
Fear of Work / Social Stress	-0.25**	-0.32**	-0.07
Fear of Criticism / Failure	-0.40**	-0.29**	-0.20*
Fear of the unknown	-0.35**	-0.27**	0.01
Fear of Death / Danger	-0.36**	-0.37**	-0.01
Fear of not having enough	-0.47**	-0.49**	-0.23**

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Table 12 displays the correlational results between fear and BAR 1, 2, and 3. There are significant negative/inverse correlations between all levels of perceived fear and the level of owner performance and satisfaction. These results would suggest that the higher the measure for level of perceived fear, the more likely the measures for performance and satisfaction will be lower, namely, the greater the fear of the entrepreneur, the less successful the entrepreneur will be. However, correlations between the level of perceived fear and level of business growth were not significant, except with "Fear of Criticism/Failure" and "Fear of not having enough." Therefore, the alternate hypothesis A<sub>1</sub> is mostly supported by the data at the 0.10 level of significance.



Further in-depth correlational analysis was conducted to assuage the relationships between the cluster levels of perceived fear and the individual measures for business accomplishment ratings as shown in Table 13.

Table 13. Pearson's Correlations Between Detailed Owner Performance, Owner Satisfaction, Business Growth and Fear Clusters

Variables:	Fear of Work Social Stress	Fear of Criticism/ Failure	Fear of the unknown	Fear of Death / Danger	Fear of not having enough
Planning Goal Setting	-0.13	-0.28**	-0.29**	-0.22*	-0.24**
Managing Resources	-0.23**	-0.39**	-0.34**	-0.29**	-0.33**
Learning & Adapting	-0.28**	-0.26**	-0.23**	-0.38**	-0.41**
Making Money	-0.14	-0.35**	-0.24**	-0.24**	-0.50**
Tolerating Risk	-0.25**	-0.34**	-0.13	-0.28**	-0.45**
Building Relationships	-0.24**	-0.22*	-0.26**	-0.17	-0.38**
Spiritual Growth	-0.27**	-0.23**	-0.26**	-0.35**	-0.41**
Change & Obstacles	-0.30**	-0.23*	-0.15	-0.31**	-0.36**
Energy/ Optimism	-0.26**	-0.21*	-0.24**	-0.34**	-0.40**
Passion	-0.25**	-0.19*	-0.24**	-0.33**	-0.36**
Growth Rate	-0.11	-0.29**	-0.07	-0.16	-0.27**
2006 Sales vs. 2005	-0.08	-0.14	-0.03	-0.01	-0.21*
2005 Sales vs. 2004	-0.16	-0.23**	-0.00	-0.06	-0.25**
2006 # Empl vs. 2005	0.02	-0.05	0.05	0.06	-0.08
2005 # Empl vs. 2004	0.03	-0.13	0.10	0.08	-0.11

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$   
*Research Question 3*

What is the relationship between the most common business-related fears and the demographic characteristics of entrepreneurs?

Hypothesis O<sub>2</sub>: There is no relationship between the level of perceived fear and business owner demographics (owner age, experience and education)

Hypothesis A<sub>2</sub>: There is a significant relationship between the level of perceived fear and business owner demographics (owner age, experience and education)

Table 14. Pearson's Correlations Between Fear and Business Owner Demographics

Variables:	Age	Experience	Education
Fear of Work / Social Stress	-0.17*	-0.07	-0.05
Fear of Criticism / Failure	-0.40**	-0.06	0.01
Fear of the unknown	-0.18	0.14	-0.01
Fear of Death / Danger	-0.03	0.19	-0.17
Fear of not having enough	-0.39**	-0.04	-0.21

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Table 14 displays the relationship between fear and owner demographics. Most correlations between fear and business owner were not significant, apart from Age being significantly inversely correlated to "Fear of Work/Social Stress"; "Fear of Criticism/Failure" and "Fear of not having enough." These results indicate that the higher the measures for level of fear, the more likely the entrepreneur will be young. Hence, the alternate hypothesis A<sub>2</sub> is only partially supported by the data at the 0.10 level of significance.

Hypothesis O<sub>3</sub>: There is no relationship between the level of perceived fear and business demographics (age of the business, number of employees, annual sales).

Hypothesis A<sub>3</sub>: There is a significant relationship between the level of perceived fear and business demographics (age of the business, number of employees, annual sales).

Significant positive correlations were found between “fear of the unknown” and “fear of death/danger” and “age of business.” This would suggest that the higher the measures for level of fear, the more likely the measure for the number of years the current enterprise has been in business would be higher. Thus, the alternate hypothesis A<sub>3</sub> is partially supported at the 0.10 level of significance (As shown in Table 15).

Table 15. Pearson’s Correlations Between Fear and Business Demographics

Variables:	Age of Business	Number of Employees	Annual Sales
Fear of Work / Social Stress	0.161	0.153	0.101
Fear of Criticism / Failure	0.075	0.018	-0.061
Fear of the unknown	0.299	0.130	0.202
Fear of Death / Danger	0.359**	0.172	0.281**
Fear of not having enough	0.019	-0.009	-0.091

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Hypothesis O<sub>4</sub>: There is no difference between the level of perceived fear and business owner ethnicity.

Hypothesis A<sub>4</sub>: There is a significant difference between the level of perceived fear and business owner ethnicity.

The *F*-statistic is a measure of regression, and is the ratio of the mean sum of squares of “effect” (variance explained by the regression equation) and the mean sum of squares of “error” (variance not explained by the regression equation). The ANOVA (analysis of variance) using regression measures to what degree variance in measures of perceived fear is explained, or not, by the regression on ethnicity of the owner.

Analysis of variance using regression showed there was not a significant relationship between the level of perceived fear and business owner ethnicity, therefore the null Hypothesis O<sub>4</sub> is not rejected at the 0.10 level of significance (As shown in Table 16).

Table 16. Descriptive Statistics and ANOVA for FIS as a Function of Owner Ethnicity

Variables:	Valid N	Mean FIS	<i>F</i> -Statistic	<i>p</i> -value
African American	5	56.80	1.3184 MS Effect = 489.48 df=5 MS Error = 371.26 df=77	0.2651
Asian	2	54.50		
Caucasian	48	53.48		
Hispanic	20	60.35		
Native American	7	71.71		
Portuguese	1	67.00		

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Results also showed that Caucasian entrepreneurs have the lowest average score for level of perceived fear, while Native American entrepreneurs have the highest as shown in Table 16. The mean FIS across the sample was 57.06.

Hypothesis O<sub>5</sub>: There is no relationship between the level of perceived fear and business tax structure.

Hypothesis A<sub>5</sub>: There is a significant relationship between the level of perceived fear and business tax structure.

Table 17 displays the descriptive statistics for fear as it relates to the business tax structure. The results show that there is not a significant relationship between the levels of perceived fear and business tax structure, while the data did show that those entrepreneurs that reported their business to be a partnership showed the lowest average level of perceived fear, with corporations measuring the highest. Therefore, the null Hypothesis O<sub>5</sub> is not rejected at the 0.10 level of significance.

Table 17. Descriptive Statistics and ANOVA for FIS as a Function of Tax Structure

Variables:	Valid N	Mean FIS	F-Statistic	p-value
Sole Proprietor	17	55.65	0.3905	
Partnership	6	50.00	MS Effect = 130.09 df=2	0.6782
Corporation	48	56.94	MS Error = 333.13 df=68	

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Hypothesis O<sub>6</sub>: There is no relationship between the level of perceived fear and business owner gender.

Hypothesis A<sub>6</sub>: There is a significant relationship between the level of perceived fear and business owner gender.

Table 18 displays the *T*-test results for fear as it relates to gender. A *T*-test is a powerful test to determine any difference between the variables' means of the populations from which the samples are drawn. One of the assumptions is that the data should have sufficient variance within each variable, which is why it was the best test for differences between male and female FIS. Data showed that while females reported greater levels of perceived fear than males on average, *T*-tests for independence showed that there was not a significant difference between levels of perceived fear and business owner gender. Thus, Hypothesis O<sub>6</sub> is not rejected at the 0.10 level of significance.

Table 18. *T*-tests for significant differences for FIS as a Function of Owner Gender

Variables:	Valid N	Mean FIS	Standard Deviation	<i>t</i> -Statistic	<i>p</i> -value
Male	42	55.69	15.89	0.6469	0.5195
Female	41	58.46	22.65		

\* Significant relationship at  $p < 0.10$ ; \*\* Significant relationship at  $p < 0.05$

Hypothesis O<sub>7</sub>: There is no difference between the level of perceived fear and business location.

Hypothesis A<sub>7</sub>: There is a significant difference between the level of perceived fear and business location.

In an effort to test for differences between business locations and the level of perceived fear, there was insufficient variability within the measures for “Other State Urban”; “Internet” and “Other” to conduct a *T*-test. While the data did show that businesses in rural areas have the lowest average score for the fear index, with “Internet”

businesses also reported a low level of perceived fear, the one respondent for “Other” had a fear index score of 98 (As shown in table 19).

**Table 19. Descriptive Statistics for FIS Given the Business Location**

Variables:	Valid N	Mean FIS
Urban	70	58.11
Rural	8	49.25
Other State Urban	1	60.00
Internet	3	49.33
Other	1	98.00

A further analysis of general regression of perceived fear as a function of location using analysis of covariance, however, showed there was no significant relationship between FIS and location ( $F_{(4; 78)} = 1.622$ ;  $p = 0.177$ ), and parameter estimates showed that none of the individual locations showed any predictive value for perceived fear. This is demonstrated by the least squares means graph in Figure 9. Thus, the null Hypothesis  $O_7$  is not rejected at the 0.05 level of significance.

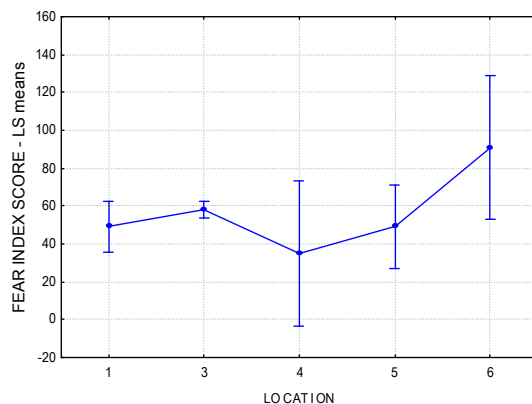


Figure 9. Regression least squares means for FIS for business location (Vertical bars represent 0.95 confidence) [1=Rural; 3=Urban; 4=Other State Urban; 5=Internet; 6=Other]

#### *Research Question 4*

How do entrepreneurs perceive the effectiveness of human performance improvement interventions such as consulting, coaching, and mentoring in increasing their fear management capabilities?

Ten respondents participated in the Entrepreneurial Fear Management Interviews and the specific responses are shown in Appendix F. The responses to interview question 1 “How satisfied are you (on a scale of 1-10) with your current business venture?” and interview question 2, “How successful (on a scale of 1-10) is your current business venture?” were sorted into three groups as follows: High = 7-10, Medium = 4-6, and Low = 1-3. The responses to interview question 6, “How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?” were also sorted and into three groups for comparison purposes. The grouping was based on amount of money and/or time spent on the services: Low = <\$1000/ year or 10 hr /year, Medium = \$1000-2000/ year or 20 hr/ year, High = >\$2000/ year or 40 hr/ year.

Seven respondents stated they were highly satisfied with their current business venture and three stated a medium level of satisfaction. Four respondents stated their current business venture was highly successful, five stated a medium level of success and one stated a low level of success. Five respondents had spent a high amount on the services, three respondents had spent a medium amount, and two respondents had spent a low amount. Table 20 shows a summary of the responses to interview question 1, question 2, and question 6.



Table 20. Summary Data of Interview Questions 1, 2, and 6

Respondent	Satisfaction (1)	Success (2)	Amount of Services (6)
	High = 7-10 Med =4-6 Low = 1-3	High = 7-10 Med =4-6 Low = 1-3	High = >\$2000/ year or 40 hr/ year Medium = \$1000-2000/ year or 20 hr/ year Low = <\$1000/ year or 10 hr /year
1	High (8)	High (7)	High
2	High (7)	Medium (5)	High
3	Medium (4)	Medium (4)	Low
4	High (8)	High (7)	High
5	High (8)	Medium (5)	High
6	Medium (5)	High (7)	Low
7	High (9)	High (7)	Medium
8	Medium (5)	Medium (6)	Medium
9	High (8)	Medium (4)	Medium
10	High (10)	Low (2)	High

Responses to interview question 5, “What relationship has your social status, such as culture, ethnicity, gender, or a disability had on generating or minimizing your business-related fears?” generally showed that most people sense some form of discrimination concerning age, ethnicity, gender, sexual orientation, religion, disability or political affiliation. The two respondents that stated that they were not aware of any fears being generated due to culture, ethnicity, gender, or a disability stated they were Caucasian males.

Responses to interview question 7, “What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business-related fears?” were all positive. A sample of the comments that were offered by the participants included: gaining self-awareness, encouragement, getting clarity for decision making, relaxing and reducing worry, increased receptiveness to delegate and empower others, and improved listening skills.

Responses to interview question 8, “What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?” were mostly positive. A sample of the comments that were offered by the participants included: less distracted and more focused; increased my value proposition to my customers; increased my bottom line through referrals as an outcome of deeper relationships; removed barriers to the unpopular but necessary tasks (e.g. making cold calls); speeded up my career transition to meet my goals; ability to stay in action and get results; experienced exceptional growth due to taking the advice of a mentor; increased employee satisfaction and retention which is an investment that keeps on generating returns; and increased sales. One respondent’s comment showed disappointment with the results expected from consulting, moderate results from mentoring, and the most positive results from a coaching relationship toward improving business success.

#### Findings Across All Subjects

The most common business-related fears fell into the fear clusters of “Fear of not having enough” and “Fear of work/social stress” with the single most common fear being fear of not having enough time. The data showed that there is a significant inverse relationship between the business owners’ fears and business success. Specifically, the higher the reported level of fear the lower the business success rating in terms of owner performance, satisfaction, and growth factors. The relationship between the most common business-related fears and the demographic characteristics of entrepreneurs was examined by comparing business-related fears with owner age; gender; ethnicity:

experience; education; age of the business; number of employees; annual sales; business tax structure and location. Only the age of the owner and the age of the business showed a significant relationship with levels of perceived fear. Business owners reported that they generally found consulting, coaching, and mentoring helpful for increasing fear management capabilities and increasing business success.

## CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

Numerous studies conducted on the effects of fear on behavior have been used to draw conclusions about how fear affects the nascent entrepreneurs' willingness to start a business. However, none of those studies considered the relationship and effect of fear on entrepreneurial performance, satisfaction and business growth after the business was underway. This chapter presents a summary of the "Entrepreneurial Success: The Effect of Fear on Human Performance" study, a summary of the methods, a summary of the findings, then presents some conclusions and recommendations for future research on this topic.

### Summary of the Study

The purpose of this study was to explore whether fear is a significant factor affecting entrepreneurial performance and business success. The results of this study are significant and add to the body of knowledge on the role of emotions in the success of business and the human performance of entrepreneurs. Specifically the results were able to provide additional knowledge about the relationship between fear and business success and what types of performance improvement interventions are perceived as useful for improving the performance of entrepreneurs to manage fear and enhance business success. The results suggest that fear should be recognized as a significant factor limiting business success. With this in mind, human performance interventions can be identified to increase the fear management capabilities of entrepreneurs, which should improve owner performance and satisfaction, and help them maintain progress toward goals related to business success.

## Summary of the Method

The uniqueness of the present study comes from using a specifically designed fear survey schedule of 25 items related to business ownership and management which yielded both clustered and composite scores referred to as the Fear Index Score (FIS). An objective of this study was to examine the relationship of fear and business success by comparing the FIS to three Business Accomplishment Ratings (BAR) in the three areas of owner performance, owner satisfaction and business growth factors. In particular, the use of this FIS provided a means for examining the following five clusters of fears a) fear of work/social stress, b) fear of failure, c) fear of the unknown, d) fear of death and dying, and e) fear of not having enough (resources, skill, time, etc.). The content for the survey was drawn from current literature on fearful behavior and a variety business success factors. An additional objective of this research was to determine whether the human performance services such as consulting, coaching, and mentoring made any difference in managing business-related fear or if these services were perceived as having any effect on business success.

The objectives of the study were attained based on the strength of the design and modeling the measurement instrument after extant fear survey schedules developed by Burnham and Gullone (1997) and Wolpe and Lang (as cited by Farmilant, 1995). The construct of the instrument yielded a relatively high internal consistency sufficient for the purposes of this study with an alpha coefficient for the fear clusters of .945 and for the success factors of .913.

The survey instrument was piloted prior to distributing the survey through an e-mail to 1200 business owners. Some of the survey participants volunteered to participate in the personal interview portion of the research.

Several statistical procedures were used to analyze the data and address the objectives of the study: Cronbach's Alpha, *T*-test, F-statistic, Chi square statistic ( $X^2$ ) ANOVA, Pearson's Correlation, descriptive statistics to include mean, standard deviation and skewness. A scatter plot and linear regression were also included to demonstrate the relationship of fear and the three business success factors.

The statistical analysis assisted with meeting the aim of this study for integrating the research findings into a cohesive set of conclusions about the relationship between fear and business success and the perception of business owners regarding the effectiveness of various performance improvement interventions.

### Summary of Findings

The findings of this chapter indicate that the instruments used to measure business-related fears, owner performance, owner satisfaction, and business growth yield a high internal consistency, which have resulted in plausible findings.

The most common fear from the five clusters of measurements for perceived fear was "Fear of not having enough". In particular, fears that had the highest average scores across the sample of 25 fears were as follows: not having enough time; having my reputation smeared; being misunderstood (communication); losing the respect of my customers; and not accomplishing goals.

Correlational results showed that the higher the measures are for all levels of perceived fear, the more likely the measures for performance and satisfaction will be lower. In other words, the greater the entrepreneur's perceived fear, the less likely the entrepreneur will perceive a sense of success. Correlations between level of perceived fear and level of business growth were not as significant, except with "Fear of Criticism/Failure" and "Fear of not having enough". Further analysis showed the particular relationships between the subscales for levels of business owner performance and satisfaction. While most relationships were significant, planning and goal setting and making money were not significantly related to fear of work/social stress; tolerating risk and change and obstacles were not significantly related to fear of the unknown; and building relationships was not significantly related to fear of death. However, growth rate and comparisons of sales were significantly related to fear of criticism/failure and fear of not having enough for the measures of business growth.

The results also indicated that the higher the measures for level of perceived fear, the more likely the entrepreneur would be young. In addition, there was no significant relationship between the levels of perceived fear and business owner gender; ethnicity; business tax structure nor location.

The data did show evidence that on average females reported greater levels of perceived fear than males, that Caucasian entrepreneurs had the lowest average score for level of perceived fear, while Native American entrepreneurs had the highest. Those entrepreneurs that reported their business to be a partnership showed the lowest average level of perceived fear, while corporations measured the highest. Businesses located in rural areas and the Internet had the lowest measures for perceived fear, while the one

respondent who was located in an area other than those identified had the highest measure for perceived fear. However, parameter estimates showed that none of the individual locations showed any predictive value for perceived fear.

In general, the sample frequencies, as shown in the section for descriptive statistics, appear to be representative of the population of entrepreneurs for the state particularly with respect to the ethnicity of the business owners, but not necessarily for the U.S. at large (see Appendix D). These findings can therefore be generalized for the population in the selected Southwestern state, but not for all states.

### Limitations on Application of the Study Results

The limitations discussed in chapter 1 focused on selecting the sample population from business owners in a chamber of commerce in a Southwestern state, which had a higher than average Hispanic population. The limitations discussed in chapter 3 focused on the flexibility in research design and methodology, ensuring the accessibility of technology with the selected method, and general concerns about the reliability of self-reported data. This section focuses on the limitations in generalizing the application of the research results and summarizes what was done to enhance the usefulness and generalizability of the self-reported data.

### Enhancing the Use of Self-Report Data

Ericsson and Simon (1980) suggested that the usefulness of self-reporting could be enhanced by collecting data from multiple sources, and including some sources where the consistency of results can be checked. It is important to keep in mind that the types of data collected in this study on owner and business performance were both subjective and



objective in nature. The primary method of collection was done via self-reported, purposeful nonprobability (or convenience) sampling. As with all fear survey instruments, the FIS used in this study was an inherently subjective means for collecting the owners' perceived fear at a specific moment in time (the moment that the survey was taken). Likewise, two of the three parts of the business accomplishment rating (BAR) were subjective and provided the owners perception of their own performance and satisfaction. However, the third element of the BAR was added as an objective measure of hard data, to include the length of time the business had been in operation, changes in the number of employees over time, changes in sales revenue over time, and how the business was trending compared to similar businesses. This objective information, although reported by the owner, could be verified by extant sources.

Additionally, during the interviews, both subjective and objective data was collected. Entrepreneurs discussed their responses to past fearful business-related situations but also provided an objective amount of time and money they had spent on consulting, coaching, and mentoring services to reduce fears and improve business performance. Including the objective data strengthened the research design of this study; however, users of this data are cautioned not to over objectify the self-reported perceptions nor make extensive generalizations obtained from the convenience sample.

#### *Enhancing the Generalizability of the Data*

Additional limitations were considered regarding generalizing the results of the convenience sample. Because a random sample was not used, the sample population for this study had the possibility of having a proportionately higher number of minority-owned businesses as compared to the general U.S. population because the sample was

drawn from a chamber of commerce membership in a Southwestern state. The target state had a higher Hispanic and Native American population than the general U.S. population, and the chamber had an even higher Hispanic population than the state. To enhance the generalizability of the results, the researcher was prepared to conduct a weighted averaging analysis if the Hispanic participants exceeded 50% of the participants. In actuality, the results (5.8 % African American; 2.3% Asian; 58.6 % Caucasian; 24.1% Hispanic; and 9.2% Native American) indicated that weighted averaging was not necessary because the respondents' ethnic diversity was slightly higher than the U.S. but lower than the representation in the state.

An additional limitation for generalizability was that the sample businesses could naturally be more successful than the average business since they could afford and saw value in participating in a dues-requiring organization such as the chamber of commerce. Therefore, chamber members may be less representative of the average businesses in the state. Although there are a variety of membership marketing venues, a chamber membership may be one of the more costly for small businesses. One strategy to address this under representation in future research would be to use a random sampling of businesses or invite members of other group-marketing efforts to participate, such as rural or artisan cooperatives or associations.

Again, the results indicate that the data could be generalized to other business populations within the state, but the data should be used with caution when drawing conclusions about the generalizability to the larger U.S. business population.

The limitations discussed in this study along with the findings have created opportunities for strengthening future research. For example, expanding the data

collection to include additional objective data such as actual extant data on business growth trends and expanding the target population to a random sample that incorporates business owners outside the state would allow the results to be more generalizable to the entire U.S. or global business owner population. Appropriate use of the data contained in this study should consider the type of data collected, the method of collection, and the type of sampling to provide a sound approach to utilizing the data within its limits.

### Conclusions

To guide the process and design of the study, research questions and hypotheses were carefully constructed. The results indicate the study was significant. This section discusses the conclusions for each research question.

#### *Research Question 1. What Are the Most Common Business-Related Fears Reported by Entrepreneurs?*

The most common business-related fear reported by entrepreneurs fell in to the fear cluster of “not having enough.” Specifically the highest mean FIS related to the fear of not having enough time. This finding was consistent across all owner and business demographics (i.e., owner age, education, experience, business age, location, size). Stress and anxiety related to fear of not having enough time and other resources may successfully be addressed with human performance services such as consulting, coaching, mentoring and professional development services.

#### *Research Question 2. What Is the Relationship Between Business-Related Fear and Small Business Success?*

It may seem obvious that fear affects human behavior whether on the job or not. What was not so obvious prior to this research was whether there was a significant

relationship between the business owner experience of business-related fear and the overall success of the business enterprise. The results of this study suggest a significant inverse relationship between two out of the three business success factors, fear and owner performance and owner satisfaction.

The relationship between fear and the third business success factor, business growth, was partially supported with a statistical significance test. The business success factor included how successful the enterprise was compared to others in its industry, growth in annual sales, and growth in the number of employees. It is not surprising that the effect of the owner's fears on business growth factors is only significant on some of the growth factors. Typically, business growth is affected by multiple factors, such as marketability of the product or service, economic stability, employee performance, customer perceptions, vendor relationships, and technology changes, not just the business owner's contribution. The results of this study suggest that increasing the entrepreneur's ability to manage his or her fears can have a positive effect on business success. Additionally, the participants perceived human performance services such as consulting, coaching, mentoring and professional development services as effective interventions for increasing business owners' fear management capabilities.

*Research Question 3. What Is The Relationship Between the Most Common Business-Related Fears and the Demographic Characteristics of Entrepreneurs?*

The results of the study show that there is no significant difference in the level of fear reported and the owner demographics of sex, age, ethnicity, education and experience. Likewise, there is no significant difference in the level of fear reported and

business demographics of business age, location, structure, amount of annual revenue, and number of employees.

The results show that the respondents had high levels of education and experience. The largest group of respondents (30%) owned enterprises that were in business for 0 to 5 years; had higher education levels (41.1% with Bachelors Degrees) than the average New Mexican (23.5% with Bachelors Degrees or higher) and U.S. population (24.4% with Bachelors Degrees or higher); and 62% of the respondents had 5 to 21+ years experience. These results are consistent with the fear of not having enough education being ranked as a low concern (20th out of the 25 fear items).

*Research Question 4. How Do Entrepreneurs Perceive the Effectiveness of Human Performance Improvement Interventions Such As Consulting, Coaching, and Mentoring in Increasing Their Fear Management Capabilities?*

Respondents who rated their level of satisfaction with their current business as Medium to High, for example 5 to 10 on a 1 to 10 scale, also commented that intervention from coaches and mentors did help by providing skills and support needed to manage their fears. The two participants whose satisfaction score was four, also reported that coaching had helped to increase the success of their business. In general, the comments revealed that consulting, coaching, and mentoring did increase their fear management capabilities by providing the skills to increase the success of their business.

The overall objective of this study was to discover more about the fears entrepreneurs perceive and the performance factors that affect business success in order to provide a framework for developing interventions that would help entrepreneurs increase their fear management capabilities. This study was based on a theoretical foundation, which included the philosophy of holism, the general systems theory, and

human performance technology (HPT). The literature examined in chapter 2 revealed that fear is an emotion that significantly affects human behavior both outside and inside the entrepreneur's workplace by having an adverse effect on physical and emotional health that lead to avoidance behaviors and slows down progress toward business goals (Moules, 2005).

The results of this study, while not conclusive, suggest that fear generates costly behavior that negatively affects the entrepreneur's performance and business success. The results of this study point to specific fears being focused on concerns about not having enough time, losing respect and credibility due to quality of product and service, being misunderstood, and not accomplishing intended goals. The results of the study also showed that the effect of these fears could reduce the entrepreneur's ability to plan effectively, manage resources, develop influential relationships and maintain a sense of satisfaction and personal energy. One interpretation of the performance equation set forth by Gilbert (1996) is when valuable accomplishments minus costly behavior equals a positive result we can call this result worthy performance, in another word, success. Theoretically, fear can be thought of as an exponent of costly behavior and therefore reducing fear can increase success. In a similar way, performance improvement interventions such as coaching, mentoring and consulting can be thought of as exponents of valuable accomplishments. Increasing the use and effectiveness of these interventions can also increase success. Targeting these human performance interventions on reducing fear should then produce exponential success. Determining the validity of this theoretical supposition requires additional research.

## Recommendations for Future Research

The findings in this study have generated additional research questions that create opportunities for future research. For example, can the fear index survey (FIS) be used as an exponent of costly behavior in Gilbert's (1996) performance equation? Another way to approach this is to examine the weight fear carries in relation to specific performance factors. Is fear "the" factor that explains the root causes of poor business performance and if not, what weight does it carry. Can fear be quantified to account for say 50% or 25% of business related performance issues?

Another recommendation is to conduct a longitudinal study to explore how business-related fears change as the business progresses through two or more growth phases such as seed/gestation, startup/inception, emerging/growth, established, expansion, developed/maturity, and exit stages.

Additionally, modification or improvement of the survey instrument may yield clearer results on the business growth segment. For example, further research could include more than a two-year growth trend of sales and number of employees. Another modification that could be made is that the fear items could be categorized differently. For example, it can be debated that because the fear cluster "Fear of not having enough" was constructed by the researcher, it is possible for this fear cluster to be considered a subset of "Fear of work/social stress."

Although this study found no significant difference in levels of fear as a function of owner demographics, one demographic that was not included was sexual orientation.

This demographic of business owners may have significantly different fear scores related to “harassment and discrimination in the workplace.” One research question that can be addressed by future research on this topic is “What differences, if any, can be seen in the level and types of fears perceived by gay/lesbian business owners.” Another way to approach the area of demographics is to look for similarities rather than differences among ethnic, gender, sexual orientation, education, experience and age groups.

The fact that “not having enough time” is the top rated fear across all groups is interesting enough to warrant further studies. Other research questions, related to the topic of business-related fear and success, include: a) how does the fear of not having enough time affect decision making, b) what differences if any can be seen in the level and types of fear perceived by owners/leaders of faith based organizations, and c) what specific consulting, coaching, mentoring, or personal development techniques have been effective for increasing fear management capabilities?

### Implications

The results of this study support implementing holistic workplace interventions such as consulting, coaching and mentoring to address the fear and stress entrepreneurs experience concerning not having enough time, having their reputation smeared, being misunderstood, losing the respect of customers, and not accomplishing goals. Holism in business is a concept that places an emphasis on how the business environment and the individual comprise a single system that functions to achieve common goals. Holism in business is about caring for the well-being of employees, and valuing chaos prevention activities while ensuring the achievement of business goals. Human performance



consulting can provide a systematic approach and simple business models to promote small business success. Coaching and mentoring relationships have been measurably successful in promoting positive well-being of entrepreneurs and employees and contributing to high performance that leads to business success.

The results of this study suggest that fear plays a significant role in limiting critical business performance skills such as goal setting, managing resources, making money, tolerating risk, communicating to influence relationships, and maintaining personal satisfaction and motivation. Therefore, based on the results of this research, some possible considerations are presented here that could neutralize the potential negative effects of the presence of fear. For example, performance practitioners should suspect that fear will appear as an underlying root cause for many performance problems related to information, resources, incentives, motives, capacity, or skills and knowledge. Performance practitioners should consider adding probing questions to the performance analysis and root cause analyses regarding the level and types of fear being perceived. Business owners should become more aware of and willing to seek help from coaches, mentors, and consultants to address fear-related business issues. Business educators should consider incorporating clear objectives to address fear management interventions independently or as a part of stress, time, and human resource management courses. Agencies supporting small business development should recognize the benefits of professional consulting, coaching and mentoring, and therefore consider subsidizing and encouraging more holistic programs that help entrepreneurs manage business-related fears to increase owner performance, satisfaction and business success.

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## APPENDIX A ENTREPRENEURIAL FEAR MANAGEMENT SURVEY

### Purpose of the Study

Thank you for participating in this important research. Your participation is very valuable to me. In brief, I am looking at the connection between business-related fears and entrepreneurial success. I hypothesize that business owners with lower levels of fears are more likely to have higher levels of personal satisfaction and business success. An expectation of this study is that if fear plays a significant role in human performance in the workplace, then entrepreneurs need to understand how fear can limit their business success. They can then seek access to appropriate solutions to close gaps in their fear management capabilities.

The researcher is Darlene Collins, a Certified Performance Technologist working on her Doctoral Dissertation Research at Capella University for a PhD in Education, specializing in business training and performance improvement. You are invited to send questions or comments on the survey or results at the email address provided.

### Confidentiality

As a participant in this survey, your identity and the identity of your business will remain anonymous. You and your business will be given numerical coded identities. The researcher is not obligated to get your approval prior to the finalized publication; however, you are welcome to request the results.

### Warning

You should be aware that the nature of the questions in this interview requires you to reflect on your business-related fear and reasons for success or failures. You may experience strong emotions such as anger and resentment. This is not the intent of this survey, but in the unlikely event that you feel uncomfortable proceeding for any reason, stop and close out the survey.

### Instructions

This 50-item multiple-choice survey is designed to take approximately 15 minutes. Answer each question as honestly as possible and click the submit button when done. If you skipped any question, a reminder will come up to allow you to respond or exit. At the end of the survey, you will be invited to participate in a one-hour interview, provided you meet the selection criteria. If you do not wish to participate or do not meet the criteria for the interview, accept my sincere thank you for contributing to the body of knowledge for small businesses in our state.

## Part 1- Demographics

1. What is your gender?

- Male
- Female
- Other

2. What is your age?

- 25 or Younger
- 26 to 35
- 36 to 45
- 46 to 55
- 56 or Older

3. What is your race/ethnicity?

- African American
- Asian
- Caucasian
- Hispanic
- Native American
- Other (Specify)

4. What is your highest education level? (Drop Down)

- High school or less
- Some College
- 2 year/technical degree
- Bachelors
- Masters
- Doctorate

5. How many years of experience do you have in your current industry? (Drop Down)

- 0-5
- 6-10
- 11-15
- 16-20
- 21+

6. What is the primary location of your business? (Drop Down)

- Urban This State
- Rural This State
- Rural Other State
- Urban Other State
- Internet
- Other

7. How many years has the current enterprise been in business? (Drop Down)

- 0 to 2
- 3 to 4
- 5 to 10
- 11 to 15

16 to 20  
21 or more

8. What type of business do you own? (Select all that apply)

Sole Proprietorship  
Partnership  
Corporation  
Service  
Product  
For Profit  
Not for Profit  
Manufacturing  
Retail  
Other (specify)

9. How many employees does the business currently have? (Including owners) (Drop Down)

1 to 5  
6 to 10  
11 to 15  
16 to 19  
20 to 49  
50 to 99  
100 to 199  
200 to 499  
500 or more

10. What is the approximate size of the annual sales volume for the business? (Drop Down)

0 to 25,000  
25,001 to 50,000  
50,000 to 100,000  
100,001 to 250,000  
250,001 to 500,000  
500,001 to 1,000,000  
1,000,001 to 5,000,000  
5 million to 10 million  
10+ million

Fear Clusters	#	Questions:  As of the present time, how afraid are you of the following situations?	Not At				Very
			All	2	3	4	Much
			Fearful				Fearful
			1	2	3	4	5
Fear of work/Social Stress	11	Having my reputation smeared (product or service)					
	12	Losing the love and respect of my family or friends					
	13	Losing the respect of my customers					
	14	Losing the respect of my employees					
	15	Being misunderstood (communication)					
Fear of Criticism /Failure	16	Not having the courage to take risk					
	17	Not accomplishing goals					
	18	Making mistakes in planning and timing of my decisions					
	19	Making poor policies, procedures or processes					
	20	Not being a success					
Fear of the Unknown	21	Economic downturn (losing major supplier or contractor)					
	22	Natural disasters (storm damage/earthquakes)					
	23	Employee/partner/executive fraud					
	24	Legal issues (being sued)					
	25	Tax audit					
Fear of Death/ Danger	26	Myself or someone in my family dying					
	27	Violence in the workplace					
	28	No one to succeed or replace me					
	29	Harassment and discrimination in the workplace					
	30	Getting too sick to work					
Fear of not having enough	31	Not having enough skills (education, leadership, experience)					
	32	Not having enough benefits and insurance					
	33	Not having enough resources (people, equipment, space)					
	34	Not having enough money to pay creditors (bankruptcy)					
	35	Not having enough time					



Success Factors	#	Questions  Rate yourself on how successful you are in getting results in the following areas.	Not At All				Very Successful
			1	2	3	4	5
Owner Performance	36	Setting clear, measurable and attainable business goals.					
	37	Managing resources (time, processes, materials, employees).					
	38	Applying the business knowledge/technology I have learned.					
	39	Making money and managing profitable growth.					
	40	Tolerating risk (competition/marketing new product).					
Owner Satisfaction	41	Influencing and building strategic business relationships.					
	42	Making steady progress in my personal/spiritual growth (peace of mind).					
	43	Managing change and overcoming obstacles.					
	44	Maintaining my energy, vitality, and optimism.					
	45	Achieving self-satisfaction and pursuing my passion.					

	#	Questions:  How would you describe the following characteristics as they relate to your business?	NA	Lower	Same	Higher
			1	2	3	4
Business Growth	46	Growth rate when compared to similar businesses?				
	47	Annual sales revenue in 2006 when compared to 2005?				
	48	Annual sales revenue in 2005 when compared to 2004?				
	49	Number of employees in 2006 compared to 2005?				
	50	Number of employees in 2005 when compared to 2004?				

## APPENDIX B ENTREPRENEURIAL FEAR MANAGEMENT INTERVIEW

### Background

Thank you for participating in this important research. Your participation is very valuable to me. In brief, I am looking at the connection between business-related fears and entrepreneurial success. I hypothesize that business owners with lower levels of fears are more likely to have higher levels of personal satisfaction and business success. An expectation of this study is that if fear plays a significant role in human performance in the workplace, then entrepreneurs need to understand how fear can limit their business success. They can then seek access to appropriate interventions to close gaps in their fear management capabilities.

The researcher is Darlene Collins, a Certified Performance Technologist working on her Doctoral Dissertation Research at Capella University for a PhD in Education, specializing in business training and performance improvement. You are invited to send questions or comments on the survey or results to the e-mail address provided.

### Confidentiality

As a participant in this research, your identity and the identity of your business and any associates and businesses that you name will remain confidential. You and your business will be given generic identities. Any comments that you make in response to the interview questions will be documented and will be included in the research. If there is information that you specifically do not wish to have included please do not reveal it or make it clear that your comments are off the record. The researcher is not obligated to get your approval of the finalized report prior to publication.

### Warning

You should be aware that the nature of the questions in this interview requires you to discuss your business-related fear and reasons for success or failures. You may experience strong emotions such as anger and resentment. This is not the intent of this interview, but in the unlikely event that you feel uncomfortable proceeding for any reason, you have the right to request a pause or to stop entirely.

## Definitions

Before we begin, I will share three definitions with you so we are aligned on the same ideas about what I mean by business-related fear, business success, and human performance business services.

## Preliminary Questions

How personally satisfying is your current business venture? (Scale of 1-10 and why)

How successful is your current business venture? (Scale of 1-10 and why)

## Main Questions

1. What has been your experience in dealing with your business-related fears?
2. Describe one situation that caused you a great deal of business-related fear.
3. What relationship has your social status, such as culture, ethnicity, gender, or a disability had on generating or minimizing your business-related fears?
4. How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?
5. What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business-related fears?
6. What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?

APPENDIX C  
BEHAVIORAL ENGINEERING MODEL

	Information	Instrumentation	Motivation
Environment	<p style="text-align: center;">Info/Feedback 1</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Goals are clear and match the mission</li> <li><input type="checkbox"/> Roles and responsibilities clearly defined</li> <li><input type="checkbox"/> Ind. has performance objectives</li> <li><input type="checkbox"/> Timely relevant feedback-employees know when they are doing well</li> <li><input type="checkbox"/> Performance evaluations are timely and based on results</li> <li><input type="checkbox"/> Communication processes and escalation paths defined</li> </ul>	<p style="text-align: center;">Tools/Resources 2</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Materials/tools needed to do job are available</li> <li><input type="checkbox"/> Business processes/procedures clearly defined and enhance individual performance if followed</li> <li><input type="checkbox"/> Positive work environment supports improved performance (phys/emotional safe, clean, organized)</li> </ul>	<p style="text-align: center;">Incentives 3</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Financial/non-financial incentives exist</li> <li><input type="checkbox"/> Measurement and reward recognizes goal-related performance</li> <li><input type="checkbox"/> Mgrs and Sups have sufficient power to reward and recognize</li> <li><input type="checkbox"/> Job enrichment and opportunity for fulfillment and success are present</li> <li><input type="checkbox"/> Development paths are clearly defined</li> </ul>
Individual	<p style="text-align: center;">Skills/Knowledge 6</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Training represents true job needs</li> <li><input type="checkbox"/> Employees share what they know</li> <li><input type="checkbox"/> Recurrent training is available and provided to those who need it</li> <li><input type="checkbox"/> Employees. cross trained on other roles</li> <li><input type="checkbox"/> Employees have necessary skills and knowledge and experience for the job</li> </ul>	<p style="text-align: center;">Capacity 5</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Employee has capacity to learn and do the job successfully</li> <li><input type="checkbox"/> Selection criteria are based on on-the-job requirements</li> <li><input type="checkbox"/> Employees are free of emotional limitations that interfere with performance (EI)</li> <li><input type="checkbox"/> Mismatched employees are offered other opportunities</li> <li><input type="checkbox"/> Accessibility issues address for temporary or permanent disabilities</li> </ul>	<p style="text-align: center;">Motive 4</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Motives of employees are aligned with the work and environment</li> <li><input type="checkbox"/> Employees have a basic desire to perform the require job</li> <li><input type="checkbox"/> Environment is monitored to ensure it supports positive work approach (trust)</li> <li><input type="checkbox"/> Employees are selected to match the realities of the work situation</li> </ul>

*Note.* Numbers (1-6) indicate the recommended order of progression when this table is used as a human performance-troubleshooting model to address the highest impact lowest cost intervention first. From “Updating the Behavior Engineering Model,” by R. Chevalier, 2003, Human Performance Technology Revisited, pp. 134-135. Copyright 2003 by International Society of Performance Improvement. Reprinted with permission of the author.

APPENDIX D  
STATE POPULATION STATISTICS

<b>Quick Facts</b>		<b>USA</b>	
<b>People</b>	Population, 2006 estimate	1,954,599	299,398,484
	Population, percent change, April 1, 2000 to July 1, 2006	7.50%	6.40%
	Population, 2000	1,819,046	281,421,906
	Persons under 5 years old, percent, 2005	7.00%	6.80%
	Persons under 18 years old, percent, 2005	25.40%	24.80%
	Persons 65 years old and over, percent, 2005	12.20%	12.40%
	Female persons, percent, 2005	50.80%	50.70%
	White persons, percent, 2005 (a)	84.50%	80.20%
	Black persons, percent, 2005 (a)	2.40%	12.80%
	American Indian and Alaska Native persons, percent, 2005 (a)	10.20%	1.00%
	Asian persons, percent, 2005 (a)	1.30%	4.30%
	Native Hawaiian and Other Pacific Islander, percent, 2005 (a)	0.10%	0.20%
	Persons reporting two or more races, percent, 2005	1.50%	1.50%
	Persons of Hispanic or Latino origin, percent, 2005 (b)	43.40%	14.40%
	White persons not Hispanic, percent, 2005	43.10%	66.90%
	Living in same house in 1995 and 2000, pct 5 yrs old & over	54.40%	54.10%
	Foreign born persons, percent, 2000	8.20%	11.10%
	Language other than English spoken at home, pct age 5+, 2000	36.50%	17.90%
	High school graduates, percent of persons age 25+, 2000	78.90%	80.40%
	Bachelor's degree or higher, pct of persons age 25+, 2000	23.50%	24.40%
	Persons with a disability, age 5+, 2000	338,430	49,746,248
	Mean travel time to work (minutes), workers age 16+, 2000	21.9	25.5
	Housing units, 2005	838,668	124,521,886
	Homeownership rate, 2000	70.00%	66.20%
	Housing units in multi-unit structures, percent, 2000	15.30%	26.40%
	Median value of owner-occupied housing units, 2000	\$108,100	\$119,600
	Households, 2000	677,971	105,480,101
	Persons per household, 2000	2.63	2.59
	Median household income, 2004	\$37,838	\$44,334
	Per capita money income, 1999	\$17,261	\$21,587
Persons below poverty, percent, 2004	16.70%	12.70%	
<b>Business</b>	Private nonfarm establishments, 2004	442,051	7,387,724
	Private nonfarm employment, 2004	5,805,761	115,074,924
	Private nonfarm employment, percent change 2000-2004	5.7% <sup>1</sup>	0.90%
	Nonemployer establishments, 2004	112,223	19,523,741
	Total number of firms, 2002	136,711	22,974,655
	Black-owned firms, percent, 2002	1.10%	5.20%
	American Indian and Alaska Native owned firms, percent, 2002	5.00%	0.90%
	Asian-owned firms, percent, 2002	1.70%	4.80%
	Native Hawaiian and Other Pacific Islander owned firms, percent,	0.10%	0.10%
	Hispanic-owned firms, percent, 2002	21.70%	6.80%
	Women-owned firms, percent, 2002	30.90%	28.20%
	Manufacturers shipments, 2002 (\$1000)	10,168,130	3,916,136,712
	Wholesale trade sales, 2002 (\$1000)	8,993,729	4,634,755,112
	Retail sales, 2002 (\$1000)	18,328,637	3,056,421,997
	Retail sales per capita, 2002	\$9,880	\$10,615
	Accommodation and foodservices sales, 2002 (\$1000)	2,771,474	449,498,718
	Building permits, 2005	141,801	2,155,316
Federal spending, 2004 (\$1000)	198,639,671	21,437,817,272	
<b>Geograph</b>	Land area, 2000 (square miles)	121,355.53	3,537,438.44
	Persons per square mile, 2000	15	79.6
	FIPS Code	35	

Source: (U.S. Census Bureau, 2007)

## APPENDIX E

### ENTREPRENEURIAL FEAR SURVEY RESPONSES

How afraid are you of the following situations?

	1 Not At All Fearful	2	3	4	5 Very Fearful	Responses	Average Score
Having my reputation smeared (product or service quality)	16 (19.26%)	23 (27.71%)	19 (22.89%)	16 (19.28%)	9 (10.84%)	83	2.75 / 5 (55.00%)
Losing the love and respect of my family or friends	36 (43.37%)	20 (24.10%)	11 (13.25%)	7 (8.43%)	9 (10.84%)	83	2.19 / 5 (43.80%)
Losing the respect of my customers	20 (24.10%)	21 (25.30%)	23 (27.71%)	11 (13.25%)	8 (9.64%)	83	2.59 / 5 (51.80%)
Losing the respect of my employees	29 (34.94%)	16 (19.28%)	21 (25.30%)	9 (10.84%)	8 (9.64%)	83	2.41 / 5 (48.20%)
Being misunderstood (communication)	15 (18.07%)	25 (30.12%)	28 (33.73%)	8 (9.64%)	7 (8.43%)	83	2.60 / 5 (52.00%)
Not having the courage to take risk	40 (48.19%)	20 (24.10%)	13 (15.66%)	8 (9.64%)	2 (2.41%)	83	1.94 / 5 (38.80%)
Not accomplishing goals	22 (26.51%)	22 (26.51%)	21 (25.30%)	14 (16.87%)	4 (4.82%)	83	2.47 / 5 (49.40%)
Making mistakes in planning and timing of my decisions	20 (24.10%)	28 (33.73%)	18 (21.69%)	12 (14.46%)	5 (6.02%)	83	2.45 / 5 (49.00%)
Making poor policies, procedures or processes	23 (27.71%)	29 (34.94%)	18 (21.69%)	10 (12.05%)	3 (3.61%)	83	2.29 / 5 (45.80%)
Not being a success	24 (28.92%)	30 (36.14%)	12 (14.46%)	13 (15.66%)	4 (4.82%)	83	2.31 / 5 (46.20%)
Economic down turn	28 (33.73%)	25 (30.12%)	15 (18.07%)	9 (10.84%)	6 (7.23%)	83	2.28 / 5 (45.60%)
Natural disasters	49 (59.04%)	16 (19.28%)	10 (12.05%)	5 (6.02%)	3 (3.61%)	83	1.76 / 5 (35.20%)
Employee/partner/evective fraud	42 (50.60%)	17 (20.48%)	13 (15.66%)	7 (8.43%)	4 (4.82%)	83	1.96 / 5 (39.20%)
Legal issues and being sued	26 (31.33%)	21 (25.30%)	18 (21.69%)	12 (14.46%)	6 (7.23%)	83	2.41 / 5 (48.20%)
Tax audit	39 (47.56%)	21 (25.30%)	11 (13.41%)	8 (9.76%)	3 (3.66%)	82	1.96 / 5 (39.20%)
Myself dying or someone in my family dying	36 (43.37%)	18 (21.69%)	12 (14.46%)	11 (13.25%)	6 (7.23%)	83	2.19 / 5 (43.80%)
Violence in the workplace	40 (48.19%)	21 (25.30%)	17 (20.48%)	2 (2.41%)	3 (3.61%)	83	1.88 / 5 (37.60%)
No one to succeed or replace me	46 (55.42%)	14 (16.87%)	11 (13.25%)	9 (10.84%)	3 (3.61%)	83	1.90 / 5 (38.00%)
Harassment and discrimination in the workplace	39 (46.99%)	27 (32.53%)	12 (14.46%)	3 (3.61%)	1.82 / 5 (36.40%)	83	1.82 / 5 (36.40%)
Getting too sick to work	24 (28.92%)	33 (39.76%)	14 (16.87%)	9 (10.84%)	3 (3.61%)	83	2.20 / 5 (44.00%)
Not having enough skills (education, leadership, experience)	33 (39.76%)	33 (39.76%)	8 (9.64%)	6 (7.23%)	3 (3.61%)	83	1.95 / 5 (39.00%)
Not having enough benefits and insurance	19 (23.17%)	29 (35.37%)	17 (20.73%)	11 (13.41%)	6 (7.32%)	82	2.46 / 5 (49.20%)
Not having enough resource support (people, equipment, space)	10 (12.05%)	39 (46.99%)	25 (30.12%)	5 (6.02%)	4 (4.82%)	83	2.45 / 5 (49.00%)
Not having enough money to pay creditors (bankruptcy)	31 (37.35%)	17 (20.48%)	14 (16.87%)	13 (15.66%)	8 (9.64%)	83	2.40 / 5 (48.00%)
Not having enough time	4 (4.82%)	14 (16.87%)	18 (21.69%)	32 (38.55%)	15 (18.07%)	83	3.48 / 5 (69.60%)
							2.28 / 5 (45.60%)

Rate yourself on how successful you feel you are in getting results in the following areas.

	1 Not at all successful	2	3	4	5 very successful	Responses	Average Score
Setting clear, measurable & attainable business goals.	2 (2.63%)	3 (3.95%)	21 (27.63%)	37 (48.68%)	13 (17.11%)	76	3.74 / 5 (74.80%)
Managing resources (time, processes, materials).	2 (2.63%)	5 (6.58%)	24 (31.58%)	31 (40.79%)	14 (18.42%)	76	3.66 / 5 (73.20%)
Applying business knowledge/technology I have learned.	2 (2.63%)	7 (9.21%)	13 (17.11%)	34 (44.74%)	20 (26.32%)	76	3.63 / 5 (76.60%)
Making money and managing profitable growth.	3 (3.95%)	4 (5.26%)	25 (32.89%)	32 (42.11%)	12 (15.79%)	76	3.61 / 5 (72.20%)
Tolerating risk (competition/ marketing new product).	3 (3.95%)	5 (6.58%)	26 (34.21%)	31 (40.79%)	11 (14.47%)	76	3.55 / 5 (71.00%)
Influencing people & building strategic business relationships.	4 (5.26%)	5 (6.58%)	22 (28.95%)	28 (36.84%)	17 (22.37%)	76	3.64 / 5 (72.80%)
Making steady progress in my personal/ spiritual growth (peace of mind).	3 (3.95%)	10 (13.16%)	28 (36.84%)	20 (26.32%)	15 (19.74%)	76	3.45 / 5 (69.00%)
Managing change and overcoming obstacles.	2 (2.63%)	5 (6.58%)	26 (34.21%)	27 (35.53%)	16 (21.05%)	76	3.66 / 5 (73.20%)
Maintaining my energy, vitality, and optimism.	4 (5.26%)	13 (17.11%)	16 (21.05%)	27 (35.53%)	14 (18.42%)	76	3.45 / 5 (69.00%)
Achieving self-satisfaction and pursuing my passion.	4 (5.26%)	10 (13.16%)	22 (28.95%)	24 (31.58%)	16 (21.05%)	76	3.50 / 5 (70.00%)
							<b>3.61 / 5 (72.20%)</b>

How would you describe the following characteristics as they relate to your business?

	1 Not Applicable	2 Lower	3 Same	4 Higher	Responses	Average Score
Growth rate when compared to similar businesses.	5 (6.58%)	10 (13.16%)	28 (36.84%)	33 (43.42%)	76	3.17 / 4 (79.25%)
Annual sales revenue in 2006 when compared to 2005.	12 (15.79%)	9 (11.84%)	14 (18.42%)	41 (53.95%)	76	3.11 / 4 (77.75%)
Annual sales revenue in 2005 when compared to 2004.	18 (23.68%)	9 (11.84%)	20 (26.32%)	29 (38.16%)	76	2.79 / 4 (69.75%)
Number of employees in 2006 compared to 2005.	18 (23.68%)	7 (9.21%)	26 (34.21%)	25 (32.89%)	76	2.76 / 4 (69.00%)
Number of employees in 2005 when compared to 2004.	22 (28.95%)	5 (6.58%)	30 (39.47%)	19 (25.00%)	76	2.61 / 4 (65.25%)
						<b>2.89 / 4 (72.25%)</b>



APPENDIX F

ENTREPRENEURIAL FEAR INTERVIEW RESPONSES

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has your social status, ethnicity, gender, or a disability had on minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business related fears?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
8 My expectations are always higher than reality	7 We are a small firm with several long term projects in the works and the long lag time to see results makes things uncertain.	Hiring the right employee and dealing with overly aggressive people.	My fears have been around not being able to hire and keep good people. If you hire 2 or 3 people an one of them does not work out that's 30-50% of your workforce. It is hard to recover from putting your eggs in one or two baskets. Another fear is dealing with unethical people, many times the aggressive business attitude is a on one hand considered "good business" but in reality many times it feels like a cover up for treating others poorly or unethically. This colors our industry and makes me hesitant to do business with these overly aggressive people. It is a sign of the times in our society that it is difficult to know who to trust to honor the	Some people only do business with card carrying members of a specific group. They do not look first at your qualifications. Even though I am a white male I have experienced some feelings of discrimination. They want to know what political party you support or which club or charities you support be fore they will do business with you. They have many hidden agendas in their business dealings to try and funnel money in a specific direction. Perhaps in the end it will all work out evenly. Personally, when this happened to me, I could not prove it but it knocks you down a few notches and I believe if you spent 6 months trying to get a	Low = <\$1000/ year or 10 hr /year Medium = \$1000-2000/ year or 20 hr/ year High = >\$2000/ year or 40 hr/ year	I learned that nothing is going to kill me. The fear talking is all in my head and I get to decide how I am going to let it affect me and how I am going to live my life	There is no substitute for hard work. I feel like the coaching and mentor helped me apply myself without distractions. It helps me focus on what is important to keep the business going and not take things too personally.

Interview #1

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
<p>How personally satisfying is your current business venture? (Scale of 1-10 and why)</p> <p>7 It seems like my satisfaction is at a 10 when I'm dealing with clients and getting successful results. But it is a 4 when I have to deal with the effort I put in on the more mundane tasks. Also I am disappointed with those who don't return phone calls.</p>	<p>How successful is your current business venture? (Scale of 1-10 and why)</p> <p>5 My expectations for the business have not been met. The reality has set in that many aspiring entrepreneurs lack the energy and tenacity for getting their business started</p>	<p>What has been your experience in dealing with your business related fears?</p> <p>I have been rather successful in dealing with my fears. I find if I try to find a way to not side step it, but face it head on, I can get through it quicker.</p>	<p>Describe one situation that caused you a great deal of business related fear.</p> <p>Not meeting my own expectations for success. Working on strategies and implementing them is as important to as overcoming fears as a positive attitude. I was in a company once that really emphasized sales over relationships. I had a hard time leaving the income to seek something more satisfying. I finally looked at the cost-benefit in terms of my health and well-being as one of my most valuable assets. Then it became clear I was not only wasting my time in an unfulfilling job by also damaging my health due to stress. The resulting effect on my time and health together was cost me more than the six figure commissions</p>	<p>What relationship has your social status, ethnicity, gender, or a disability had on generating or minimizing your business related fears?</p> <p>I can not think of any. As a white male Anglo I have not experienced any obstacles to making money. I remember getting one job because they thought I was Jewish based on my last name. But I have also experience a situation where I think the same thing worked against me but I can not prove it.</p>	<p>How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?</p> <p>About 600 hours over the last 5 years. That included coaching/training/ and professional development work.</p>	<p>What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?</p> <p>It allowed me to eliminate those fears that were stopping me by helping to bring clarity and I was able to learn from other's perspectives. I was able to expand and step outside my comfort zone. This helped me develop new and enhance solutions to address my concerns. Without the help of my coaches and mentors these solutions would have been blocked by my fears.</p>	<p>What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?</p> <p>These services allowed me bring more value to the table for my customers and increase my satisfaction and performance. It has increased my bottom line primarily through referrals because clarity allows me to have deeper, richer relationships with my clients and suppliers. I recommend this services for every business persons, however, I know some are so closed that they may</p>

Interview #2

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has your social status, such as culture, ethnicity, gender, or a disability had on minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business related fears?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
4 The six month sales for July are falling and I have exhausted my warm market of my family, friends and circle of influence.	4 The business is not meeting my expectations. I have two employees who are part-time and I am thinking of bringing on a commission only sales person. They are being paid well, but I have not gotten a paycheck yet.	I try to find out both the good and the bad side of anything. I am into standardizing and documenting a competitive sales process. Mostly I have to be learn to be patient.	Trying to get through the first business tax season. I am convinced that since the system makes the small business person drive to 7-8 places to get the right forms and answers to basic question--the system is part of the problem. I was in the business banking before I started my business. I felt cramped into a box with a culture of self-sell. I was a product pusher. So I got out and vowed to not be that way with my employees but as the current months sales are falling, I am afraid I will turn into the type of owner I dread most. It is challenge to balance caring relationships with making enough money to pay for growth.	As a gay business owner in a culture with strong Hispanic influence, I have found others warding me off like a vampire with their huge homes or bumper stickers that say marriage = man + woman. Others will invite me in to their home or business but they definitely won't do business with my company. It makes me feel like I am being tolerated rather than accepted. I feel it is best to keep it under wraps in the business world, but if asked directly I am not afraid to tell it like it is. I even aspire to be an advocate to other gay owned businesses and helping to create a community.	Low = <\$1000/year or 10 hr /year Medium = \$1000-2000/year High = >\$2000/year or 40 hr/year  Low About \$500. I am a recent college graduate so most of my development was focused on educational success. I have engaged in free coaching through the Small Business Development Centers. I estimate it to be about 45 hours in the last 3 years.	I was so scared to make cold calls. In my business it is essential. I also have to encourage my employees to do cold calls as well. I took on some coaching for this and found that if I followed a structured approach I could get through the process and not take the rejection personally. It definitely help me overcome this fear.	I am now able to make cold calls and my business is benefiting from me being about to work on both the internal organization as well as the external relationship building in the community.

Interview #3

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has such as your status, ethnicity, gender, or a disability had on generating or minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business related fears?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
8 It is not a 10 because I am still tweaking it. I love it because it is challenging every personal and professional aspect of my abilities.	7 The monetary aspect could be better. It is visible that we are moving in the right direction but still making more money would be nice.	If I find I am always a little surprised by my fear. I am in it (the fear mode) before I realize it. However, I have learned that if I just do whatever it is I am afraid of, the fear will go away. If you try to confront it without action, you don't do yourself any favors. You either stay paralyzed by it or you go into a pretend mode and the fear tends to crop up again. After taking action I can at least refer to what happened before as proof to myself that it won't kill me or to remember I got pretty good results.	I experienced a lot of fear when I left a full time contract high six figure position due to a conflict in work ethics the company condoned. There was no safety net. In discussion with my professional friends they were surprised and some thought I was crazy. They were not supportive of me standing for my principles and striking out on my own. The first years are tough with lots of budget constraints. My friends were negative, pitied me, and were waiting for me to get back to real money by working for someone else. It was hard to lose my influence within this group of friends. But I finally realized they did not have my best interest at heart.	When my social status changed because I was down sized from a high paying job. Instead of going to another broadcasting agency like my other coworkers, I decided to start my own business. I experience all kinds of judgment from my friends. Once you get to a certain social level there is pressure to maintain it or else you are perceived as a failure, unemployed, desperate, clawing for business. Much of this cause me to generate even more fears inside my head. On one occasion I can clearly remember that I believe I lost a new business pitch because I was a female and it was a good old boy	High \$15k/year or 5 hours per week over the last 5 years. Training, coaching, etc.	It has been a tremendous help. When I got down sized it completely transformed my life. I began to rethink my values, assess my skills set, and physically changed my dress from the power suit to business casual. I use my coach and mentors to help me sort through what was important to me. The blow to my self-esteem from being down sized and then not getting support from my friends was heavy. Somewhere in the coaching I had to let go of the fear that "I can't do this." I identified my weak areas and went out and got additional training on the hard skills I needed to succeed in building a business.	Using these services made my transition faster than it otherwise would have been. I am more successful because of the huge amount of growing I went through personally, professionally, and spiritually.

Interview #4

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has your social status, such as culture, ethnicity, gender, or a disability had on generating or minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
6 I enjoy the business of writing and dealing with creative ideas	5 The business is not making as much money as I want it to. If I were doing what I am doing now and making a successful living my satisfaction would be a 10.	My personal fear is around confronting others and telling trapped. I have to push myself to sell my self, my books, and recruit writing students and grow my business or I will be forced to work for others forever.	I had a publisher who was not being responsive to updating the status of one of my products so it would be offered within a larger market. This caused me a great deal of anxiety. Finally, I got spunky and called them and it all got resolved.	None that I am aware of. If there are some I am not aware of the impact.	High Over the last 5 years I spent at least 200 hours and that breaks out into about 50 hours of coaching, 75 hours of mentor, 75 hours of Personal Development	A tremendous difference. I'm always learning things about myself or my business that I can work with. For example I worked with a coach when the publisher was unresponsive. That's how I got up my nerve to call and demand what I deserve based on what they had promised.	The difference has been significant. I have increased my own ability to mentor others in the industry. I am able to keep moving through tough situations and get the results I need.
<b>Interview #5</b>							
5 I like what I do I just think it takes up too much of my time. I want to travel and feel like I just can't take off. I'm starting to wonder what's next—is there something more exciting for me.	7 Sales are good and we have 3 more product launches lined up for next year. I just haven't got this turnover problem resolved.	All my fears are people related. I do not mind taking on huge risk or being in high debt for awhile. I just get so up set with other people not being as dedicated to success as me.	People. How to judge whether they are the right match for the company. Our turn over rate has always been higher than what I think it should be. And it still surprises me when someone give their notice after a few years.	I'm a disabled vet but that has not stopped me in anyway. Now I have learned there are more programs available to get government contracts. This is good news. Who would have thought that what initially considered my course could turn out to be a very clear blessing. Life is funny that way.	Low During the initial years spent about \$6000 to get consulting advice on how to make the product, find the market and get the required certifications but that was a little over 5 years ago. Lately I have been thinking about getting a coach to help me deal with my disappointment in other people and how I set and communicate my expectations but have not found one yet.	Getting clear answers on how to move forward when I encounter a problem makes me feel more confident in spite of the fears. That's what I get from the consulting and coaching.	My business has tripled in size over the during the first 6 years. This was fast growth for my industry. I can see it was in many respects due to implementing the advice I have received. I am thinking I need a human relations consultant now to help me with my turnover problem.
<b>Interview #6</b>							

Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has your social status, such as culture, ethnicity, gender, or a disability had on minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance business services such as consulting, coaching, mentoring? Low = <\$1000/ year or 10 hr /year Medium = \$1000-2000/ year or 20 hr/ year High = >\$2000/ year or 40 hr/ year	What difference, if any, has using business service such as consulting, coaching, mentoring made in helping you manage your business related fears?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
9  I'm doing what I always wanted to do.	7  There is becoming more and more red tape and government regulations. It is almost like they don't want us little pilot operations to keep going. Then the insurance is going up and up so the cost are going up but the interest is not as high as it use to be. This makes marketing and recruiting tougher. So margins have dropped off a bit over the last 5 years and it doesn't look like we have that much control on getting them back up without a major investment in a high change which I can not afford right now.	I worry about all the safety aspects of owning several training planes and keeping the maintenance up. We have and excellent safety record expect for one incident.	The one incident was when a student did not follow instructions and the instructor had to hard land the plane. The student ended up with a broken arm but it could have been worse. I don't like worrying this much but it seems to be a habit now. I spend extra time checking and rechecking. I know it is effecting our efficiency but I'm sure some is real concern for safety but some of it is pure fear of what if something goes wrong it will all fall on my shoulders.	Being a women in a male dominated industry has been tough. It take awhile for others to take me seriously. It seems they are always looking for the man in the background. I have good employees and several with military background. Even though I have mostly men that work for me, I probably hire a more women because I give them the benefit of the doubt and believe in their capabilities. I count on them to do their jobs and they count on me to keep the business going. Others are impressed that this is what I choose to do. I did not start the business from scratch but I bought the previous owner early on and have been keeping it	Medium I have not found a good mentor in the business because I think I am in a unique place. However, I spent quite a few pennies on some consultants to help me set up a great employee career pathing program and a safety compliance program in the last 3 years. About \$5000	I still worry about safety but I began to relax a little after we tracked our results for a few years and all was fine. Then the broken arm has raised my old fears again. So there is still room for improvement. I had not thought of getting a coach to work with and this can be an option for me the future.	My core staff has been with me for the last five years and we keep adding contract pilots each year who love working with us.

Interview #7





Entrepreneurial Fear Management Interview Responses							
Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7	Question 8
How personally satisfying is your current business venture? (Scale of 1-10 and why)	How successful is your current business venture? (Scale of 1-10 and why)	What has been your experience in dealing with your business related fears?	Describe one situation that caused you a great deal of business related fear.	What relationship has your social status, such as culture, ethnicity, gender, or a disability had on generating or minimizing your business related fears?	How many resources (time/money) have you spent in the last five years on human performance services such as consulting, coaching, mentoring?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you manage your business related fears?	What difference, if any, has using human performance business service such as consulting, coaching, mentoring made in helping you increase your business success?
10 This business is everything I always wanted. It's highly creative, technically challenging, filling a need in the modern world, socially conscious, and educational	2 I need to secure more funding resources. Plus I feel I am running out of energy due to a poor partnership relationship. I'm lacking the support I need to ensure a strong product launch.	My fears have evolved. When I was a young business person I was intimidated by the old people, you know... not taking me seriously. Now I am being challenged by younger people not taking me seriously. Well it's hard to tell what has really changed...	I went through the default of the sale of the buyer of my prior business and a subsequent law suit. I got eventually got tired of all the drama. I found it was not real helpful besides I had faced other big problems before. I survived.	Some of the business related fears I've had come from being a woman. Feeling I have to be twice as smart and prepared to get what I want from the white male dominated financial structures. I also found that women do not give other women as much credit as they need to. It can all look like prejudice from both angles.	High About \$25K over the last five years of business ownership. I spent a lot of money on trying different general consulting expert advice. I spent some time in a free mentoring group. Part of the money was spent on coaching.	Nothing seemed to really work from the consulting. What I did find somewhat helpful was the time I spent in the mentoring groups. The money I spent on coaching has really paid off the most. I am now more aware of the areas I need to work on, which business skill are my strengths, and the direction that will get me on track.	Again, I did not see good results from consulting. Perhaps it is because I was looking for answer from the outside. The coaching help me generate answers from inside form my own experiences that I could get started on right away. It's important to get a coach that you can identify with on many levels. I am still moving forward in spite of being in debt and not having the money or energy I wish I had.

Interview #10