

# THE NEW ZEALAND LIFESTYLE ENTREPRENEUR

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## ABSTRACT

The New Zealand lifestyle entrepreneur is an opportunity based entrepreneur, opting for work-life balance versus wealth creation. They rank greater independence as a primary motive for creating and developing new business ventures. Wealth creation is seen as a secondary motive, despite a strong desire to profit from new ventures. This study introduces a two-tiered research focus on lifestyle entrepreneurs; incorporating GEM (2005) data and empirical analysis from the Thompson (2002) entrepreneurial character theme questionnaire. Findings are indicative of a predominant desire for greater independence, correlated to character themes such as woo, relator, developer and time focus. Implications include recommendations to synergise the independence motive with wealth creation by enabling the leadership associations in New Zealand entrepreneurs.

## INTRODUCTION

The aim of this paper is to evaluate the nature of lifestyle entrepreneurs in New Zealand. Lifestyle entrepreneurs are those entrepreneurs who have commenced a business venture to take advantage of a business opportunity; opting for work-life balance versus wealth creation (Maritz, 2004). Despite enjoying the highest rates of entrepreneurial activity in the developed world (OECD specific), New Zealand entrepreneurs rank dismally when it comes to wealth creation (Frederick, 2004). Whilst 17.6% of New Zealand's adult population is involved in creating new business ventures, only a small proportion are true wealth creators (GEM 2005). In fact, The MAZARZ (2005) study indicates that only 1 in 10 Kiwi entrepreneurs represent high growth entrepreneurs (those start-up businesses that will employ more than 20 employees in the next 5 years). New Zealand entrepreneurs exhibit tendencies of "tall poppy syndrome", feeling the pressure to cloak their wealth (Frederick, 2004). We therefore propose that the New Zealand entrepreneur typifies an individual seeking independence and personal freedom, as opposed to increasing personal wealth.

The purpose of the study is to empirically examine the proposition of the work-life balance, whereby Kiwi entrepreneurs identify independence as a primary motivator enabling the creation of new ventures. We introduce a two-tiered approach, analysing data from the Global Entrepreneurship monitor (GEM); together with data from the character theme questionnaire (Thompson, 2002). Character themes are evaluated as personality attributes that define our

normal and expected behaviour. These themes form our inner psychological core and define things we do most readily and instinctively. Included are the reasons for entrepreneurial motivation, prioritising of opportunities and enabling resources. An adaptation of the character themes include extremes from mastery and creativity (innovation and entrepreneurship) to woo and relator (non-entrepreneurial themes). The themes are depicted in Table 1. We commence with an overview of the New Zealand entrepreneur followed by an introduction to GEM data; and discussion on the entrepreneurial character themes as described by Bolton & Thompson (2004).

## ENTREPRENEURIAL CHARACTER THEMES

### The New Zealand Entrepreneur

Bolton & Thompson (2004) define the entrepreneur as, “a person who habitually creates and innovates to build something of value around perceived opportunities.” Our understanding of the lifestyle entrepreneur does not deter from this whatsoever, but we add a dimension of work-life balance. The lifestyle entrepreneur therefore opts for a balance between independence and the creation of personal wealth. The importance is the degree of balance, as lifestyle entrepreneurs may well create substantial wealth, coupled with their own optimal work-life balance.

At 17.6% of the adult population, New Zealand’s “total early-stage entrepreneurial activity (TEA)” is the highest amongst developed countries. This benchmark uses the GEM methodology. The TEA prevalence comprises opportunity (OE) and necessity entrepreneurs (NE). GEM defines the NE as a person who has started a business because he or she ‘had no better choice for work’. The OE is a person who has started a business to take advantage of a business opportunity. The distinction between NE and OE is important because it determines the primary motive for participating in the start-up: are they willing volunteers (OE) or do they feel forced by circumstances (NE)? Relevance to this study is the opportunity entrepreneur, as we are evaluating independence as a motivator; characteristic of the opportunity entrepreneur (Maritz, 2004). GEM (2005) identifies 83% of Kiwi entrepreneurs as being opportunistic, with only 1 in 12 Kiwi entrepreneurs being necessity entrepreneurs. GEM reveals the motives for opportunity entrepreneurs entering into ventures, and this study is primarily concerned herewith.

Henricks (2005) asserts that not everyone starts a business for financial gain. He estimates that close to 90% of entrepreneurs appear to be motivated by lifestyle more than money. Despite acknowledging the difficulty in separating entrepreneurs and lifestyle entrepreneurs, he states the most common motivation of the lifestyle entrepreneur as being a fierce desire for independence. This includes the desire to work for themselves, and run a business that would fit around their lifestyles and ages.

Toward studying the motives for entering into new ventures, we apply an adaptation of the Thompson (2002) character theme questionnaire. The questionnaire depicts twenty character themes, with associations of inventor, Entrepreneur, Leader, Entrepreneur enabler and Non-entrepreneur. The associations are represented in Table 1.

### **Character themes to evaluate entrepreneurial orientation**

In defining the features and attributes of entrepreneurs, Morrison (1998) outlines various typologies that researchers have developed, and poses key questions, including whether a clearly defined entrepreneurial personality actually exists. Deakins (1996) and McClelland (1961) among others argue against the possession of inborn characteristics, and it is apparent that personality traits per se do not adequately define an entrepreneur: the context of entrepreneurial activity is as important as their characteristics. This context could include significant social influences such as family background, peer influence and discomfort with large bureaucratic organizations (Morrison, 1998).

Bolton and Thompson (2004) suggest that entrepreneurship is an interplay between talent, temperament and technique. Burns (1999) believes entrepreneurs have prioritized, relevant learning, which is an ingredient of one of four key entrepreneurial principles. Buckingham & Coffman (1999), commenting on the findings of the Gallup studies on entrepreneurship, group talent into three life-themes: striving talents that explain the why of a person; thinking talents that explain the how of a person; and relating talents that explain the who of a person. While Bolton & Thompson (2004) agree, they feel that a more complex combination of factors is involved. In the debate whether gifts of talents are innate or not, they suggest that talent is like a seed which can be developed in the right environment. This is a nature-nurture model, incorporating the Gallup framework of life themes, where facets of entrepreneurial characteristics are developed through structured and unstructured learning experiences. These themes are role rather than personality focused, and are clustered around talent and temperament, which are in turn nurtured by technique. Thompson (2002) associates 20 character themes around combinations of Inventor, Entrepreneur, Leader Enabler and Non-entrepreneur. In this paper, this model is used to profile New Zealand entrepreneurs.

These 20 character themes are depicted in Table 1 (column 2). Column 1 indicates the applicable entrepreneurial association.

#### **Associated with Inventor and the Entrepreneur as Inventor are the themes of *Mastery* and *Creativity*.**

*Mastery* – Basking in expertise others don't have.

Mastery or Talent is described by various researchers as an innate ability (Woods, 1998), strengths (Clifton & Nelson, 1996), expertise (Ericsson & Smith, 1991) or exceptional abilities (Howe, 1990). Mastery, talent or expertise is seen as an essential character theme of an entrepreneur, and entrepreneurs often possess an expertise orientation (Clifton and Harding, 1986).

*Creativity* – Constantly buzzing with ideas.

Bolton & Thompson (2004: 22) maintain that habitual creativity and innovation are the distinguishing marks of the entrepreneur. They define creativity as “always seeing new ways of doing things with little concern for how difficult they might be whether the resources are available”. The Gallup studies describe this as an ability to break existing configurations in favour of more effective, appealing ones (Buckingham & Coffman, 1999). Hornaday (1982) lists creativity as one of 42 entrepreneurial characteristics. Creativity is often closely associated with the ability to innovate and see a project through to the end (Hammer, 1988).

While *Mastery* and *Creativity* describe the Inventor, more closely associated with the Entrepreneur are the character themes of *Opportunity taking*, *Urgency*, *Performance orientation* and *Networking*.

*Opportunity Taking* – Engaging and taking on perceived opportunities.

Not only are entrepreneurs creative, they also go for opportunities in a focused way (Bolton & Thompson, 2004). This is the second side of an entrepreneur's triangle. The true entrepreneur interprets events as possibilities, not problems (Clifton & Harding, 1986), and opportunity spotters are typically creative, and have the ability to see the gap in the market. They turn ideas into action by becoming project champions (Bolton & Thompson, 2004) and can open that window of opportunity. They are comfortable with ambiguity and can identify the relationship between seemingly unrelated messages and signals (McGrath, 1997).

*Urgency* – Real drive to get on with things now.

Clifton & Harding (1986) include urgency in their original entrepreneurship themes, describing it as having no time to waste, and the need to take immediate action. Bolton & Thompson (2004) see urgency as part of the entrepreneur's leadership personality. Urgency differentiates true entrepreneurs from those who only demonstrate entrepreneurial behaviour, but, taken to extremes, it borders on mania.

*Performance Orientation* – Setting milestones and measuring progress,

Performance orientation is also an aspect of temperament needs (Bolton & Thompson, 2004). Entrepreneurs seem to have a knack for knowing what to keep their eye on, whether to control the business lightly or loosely. They develop their own key indicators of performance and monitor them carefully.

*Networking* – Developing a set of potentially valuable contacts.

Entrepreneurs not only know where to find resources, but they have the ability to build networks of people that they know can help them (Bolton & Thompson, 2004). In seeking out good people and identifying experts, the 'who' is as important as the 'where' and 'how' (Gibb, 1998). There are many instances of information exchange and friendships between entrepreneurs in formal, but typically informal networks (Larson & Rogers, 1986). These networks are fertile breeding grounds for entrepreneurs (Forte, 1997).

Thus far, Inventor and Entrepreneurial characteristics have been described. Many successful entrepreneurs are enterprise leaders, and it is important to also profile these characteristics. Timmons (1994) associates leadership in entrepreneurs with being a self starter and a team builder who inspires others, having high standards, but also with sharing the wealth with all the people who helped create it. Morrison (1998) suggests that successful entrepreneurs as leaders appreciate their own strengths and weaknesses when it comes to managing the business. They build networks to address existing skill and knowledge deficiencies, and this requires strong leadership and vision. Leadership styles can range from authoritarian to participative, but include generic skills, such as the ability to select appropriate team members, communication, mediation, negotiation, motivation, empowerment and persuasion skills. There are five character themes associated with the Entrepreneur as Leader: *Focus*, *Time Focus*, *Ego*, *Courage*, and *Team*.

*Focus* – Concentrating on the task in hand, staying on course.

This is one of Gallup's life themes (Buckingham & Coffman, 1999) – an ability to set goals and use them every day to guide actions. Focus was one the strongest life themes illustrated in Clifton and Harding's unpublished study by Gallup of twenty entrepreneurs (1986). Bolton & Thompson (2004) see focus as an element of talent (abilities both thinking and emotional) and part of the project champion phase of entrepreneurship. It borders on obsession, and may hinder the task of delegation (Bolton and Thompson, 2000). However, it is an important feature of an entrepreneur and is prominent in the work ethic of many organisations like Microsoft (Wallace & Erikson, 1993); the Rank Organisation (Wakelin, 1997); and Stagecoach (Woolmar, 1999).

*Time Focus* – Setting, engaging and meeting deadlines.

This is about getting things done now (Bolton & Thompson, 2004), and is clearly linked to Urgency. Entrepreneurs more than others enjoy deadlines and meeting them provides an adrenaline rush.

*Ego* – wanting to make a recognised difference.

It is used in the broader sense to refer to what makes entrepreneurs tick and give them purpose, and provides the drive for achievement. Ego can have many shades, including self assurance, dedication and motivation – the desire to win and prove something. These are internal aspects of the entrepreneur: responsibility, accountability and courage are facets of the entrepreneur when dealing with the external context (Bolton & Thompson, 2003). Entrepreneurs are ambitious individuals with a strong passion to achieve, a determination that they have the potential to excel and to win, a self belief that they can succeed. But, as Morrison (1998) points out, this does not imply a complete lack of the fear of failure. Langan-Fox & Roth (1995) regard this as a characteristic of Need Achiever Entrepreneurs, linking it to achievement motivation, in the first of Miner's four typologies of entrepreneurs (1993). Timmons (1994) regards motivation to excel as one of the six essential entrepreneurial themes, and describes it as the drive to achieve and grow, setting high but realistic goals. Taken to extremes, Ego can also be counter-productive: commenting on research by Coleman Management Services that only 18.6% of all business failures are outside leadership's control, Malone (2004) considers that business failures are often centred around personal ego, and suggests that entrepreneurs can avoid these failures by seeking advice from others, evaluating themselves and transferring their egos.

*Courage* – determination in the face of setbacks.

Gallup describes it as an ability to use emotion to overcome resistance (Buckingham & Coffman, 1999). Courage in entrepreneurs is also linked to Focus and Ego, so that the best ideas are identified and targeted in a similar way. While it is one of the characteristics around Talent, it is an essential part of the action orientation of entrepreneurs, who need to build support for their cause. Courage is a Doing life theme along with profit orientation, and one of the distinguishing marks of the successful entrepreneur (Bolton & Thomson, 2004). Courage is often the initial spur to action which gets entrepreneurs started; redundancy, for example, has often triggered the courage for many entrepreneurs to take the first step. Courage can manifest itself in three ways. One is in having to confront difficult situations, such as losing money or firing erstwhile close colleagues ((Forte, 1997; Sculley, 1987). Another is in facing harsh reality, such as the need to change strategic direction (Welch, 2001), and finally in standing by one's beliefs in the light of contradictory evidence (Davies, 2001).

*Team* – getting the right people together.

Gallup describes it as a need to build feelings of mutual support (Buckingham and Coffman, 1999). Entrepreneurial leaders have the ability to empower others. Gathering followers or even disciples is something that all leaders are good at (Welch, 2001), although Bolton & Thompson (2004) maintain that it is not as effective as working through a team. A strong team facet enables entrepreneurs to multiply their effectiveness, causing the business to move forward at a rate the entrepreneur could never achieve alone (Davies, 2001; Forte, 1997). Team includes individualised perception – an awareness of and attentiveness to individual differences, and expertise orientation, where the entrepreneur knows his or her own limits and finds experts (Bolton & Thomson, 2004). An important facet of Team is networking.

The five previous character themes are of the entrepreneur as leader. The following also describe entrepreneurial leadership, but are characteristics more clearly associated with leaders themselves - expressed in four themes of *Strategic*, *Envisioning* (the visionary aspect), and *Empowering and Influencing* (an organisational aspect).

*Strategic* – Seeing a clear route forward.

Arkebauer (1995) emphasises the visionary side of entrepreneurial leadership in six important traits: foresight, hindsight, global view, depth perception, peripheral perception, and re-vision. Although it is feasible for people to act on perceived opportunities, the entrepreneur is able to successfully combine his or her knowledge, skills and competence with factors critical for market success. This produces the ‘chemical reaction’ that leads to an effective strategic position (Bolton & Thompson, 2004). Strategy, according to Porter (1996) is doing things differently from one’s rivals, and is essentially about turning the opportunity into action. Strategic and Envisioning are closely linked and are part of the process of strategy creation.

*Envisioning* – communicating a strategy to others.

Once a clear route forward can be identified, supporters are enrolled to make it happen. The leader inspires and commits people to action, and converts followers into other leaders and agents of change (Arkebauer, 1995). This is described by de Vries (1996) as a “charismatic” role, of establishing and gaining support for a successful vision and direction. Intertwined with Strategic and Envisioning are Empowering and Influencing. These turn strategy creation into strategy implementation.

*Empowering* – getting people to accept responsibility for things.

Once they have created a viable strategy, successful entrepreneurs seldom work alone (Bolton and Thompson, 2003). They gather capable people around them, with judgment, insight, creativity, vision and intelligence (Dollinger, 1999). De Vries (1996) also sees the charismatic role of the entrepreneurial leader as empowering employees. This links closely with the next character theme:

*Influencing* – getting people to take things on, to provide resources.

De Vries (1996) suggests a second role after the charismatic, that is “architectural,” concerned with building an appropriate organisational structure and systems. Bolton and Thompson (2000)

emphasise the importance of a balance between the visionary and organisational roles. If this equilibrium is upset, each role can be taken to extremes, to the detriment of the other. Between strategy creation and strategy implementation there should be a seamless process of ideas and action. The leader should be encouraging single-loop learning of continuous improvement, and also double-loop learning of finding new positions which represent real change.

The Leader is a challenging and demanding role for the entrepreneur, and prone to failure. Many researchers attribute the causes of entrepreneurial failures to leadership errors. These include high ambition (Richardson, Nwankwo & Richardson, 1994), complacency, poor strategic thinking, inflexibility, over-reliance on a single leader, desire for status and power, or for supporting a particular lifestyle (Bolton & Thompson 2004), whether luxurious or just comfortable (McGinn, 2005).

These character themes have described the entrepreneur as inventor and leader. One character theme is associated with the entrepreneur as Enabler: *Developer*.

*Developer* – seeing and encouraging potential in others.

This character theme is related to Team and Empowering, and is the mark of the entrepreneur-enabler, who has the ability to “pick good people and develop their potential” (Bolton & Thomson, 2003: 72), and who is able to identify and develop other entrepreneurs. Not all entrepreneurs are good at doing this, because they are typically more concerned with promoting their own cause than developing people. However, entrepreneurs who develop people, do so in order to make them more effective for the cause. This is typified by Welch’s famous comment that he only invested in people who failed more than once. He looked for the 4 E’s: Energy, Energise, Edge and Execute, and believed that people who coached others improved themselves in the process (Welch, 2001). Entrepreneurs with the Social side find pleasure in helping others (Bolton & Thomson, 2003), and but it is not a common character theme. To develop people, entrepreneurs need to recognise the expert among the specialists, and build them into a useful team

The character themes so far described are related to entrepreneurs, but it is important now to consider characteristics of non-entrepreneurs. This is so that we can determine whether New Zealand lifestyle entrepreneurs have non-entrepreneurial characteristics. Bolton & Thompson (2000) describe non-entrepreneurs in terms of four themes: *Systematic*, *Disciplined*, *Woo*, and *Relator*. While many entrepreneurs work in these ways from time to time, they habitually avoid the extreme form of these characteristics.

*Systematic* – Enjoying detail, systems and procedures.

In commenting on managerial systems in organisations, Morris (1998) points out that although they seek to provide stability, order, and coordination, the trade-off is a strong disincentive for entrepreneurship. Similarly, organisational policies and procedures designed to maintain order and stability in the business are often regarded as burdensome red tape - for example, complex approval cycles for new ventures, elaborate documentation and unrealistic deadlines (Arkebauer, 1995). The creative entrepreneurs will avoid formal systems, which they consider rigid, inflexible and stifling of initiative and innovation (Dollinger, 1999). This theme is closely related to that of *Disciplined*.

*Disciplined* – Enjoying structure and organisation.

Although organisations require structure as they develop, this growth of bureaucracy can easily become counter productive. Hierarchies, top-down management and formal channels of communication, close supervision, and strict accountabilities, all tend to inhibit creativity and innovation (Morris, 1998). Entrepreneurs will wear the ‘promoter’ hat more often than the ‘trustee’ hat and focus on the pursuit of opportunity. The ‘trustee’ or administrator is mainly concerned with efficient utilisation of resources (Stevenson, 1994). Non-entrepreneurs place a premium on order, stability and steady progress, while entrepreneurs prefer the unrestricted implementation of change.

*Woo* – Winning others over and enjoying their approval

People in organisations can be the greatest obstacle of all to entrepreneurship (Morris, 1998), since they tend to be conservative, resistant to change and comfortable, and place a value on predictability and stability. Furthermore, they fear failure and require reassurance before accepting change. Entrepreneurs are usually too busy creating and innovating to spend time “wooing” reluctant people over to their ideas. Woo is a non-entrepreneurial theme (Bolton & Thompson, 2000).

*Relator* – Preferring to work with trusted colleagues.

Entrepreneurs place a high premium on building a team of confident, capable colleagues, who are well-qualified and entrepreneurially oriented (Arkebauer, 1995). While trust is important, relationships are nurtured as a means to an end, as entrepreneurs are goal oriented (Dollinger, 1999). By contrast, relationship building as an end in itself and the need for affiliation are non-entrepreneurial characteristics (Bolton & Thompson, 2003).

These 20 themes provide a useful picture of the different facets of entrepreneurial characteristics, from inventor and leader to enabler. They also describe non-entrepreneurial features, so that a balanced profile of New Zealand entrepreneurs can be evaluated.

## METHODOLOGY

The research problem is the determination of the proposition of work-life balance, whereby Kiwi entrepreneurs identify independence as a primary motivator enabling the creation of new ventures. The two-tiered approach consists of GEM and empirical data to determine propositions of lifestyle entrepreneur’s independence and character themes. The two tiers are integrated to add relevance and reliability to the findings.

GEM (2005) data includes a 41 country entrepreneurship research consortium, represented in New Zealand by the Centre for Innovation and Entrepreneurship, Unitec New Zealand. The primary author is an executive member of the GEM (NZ) research team. Data is analysed from the Digipol GEM 2005 Adult Population Survey Questionnaire (NZ), distributed to a representative population of 2002 working age New Zealanders. Approximately 360 variables are coded, and analysed using SPSS V2. Particular reference is made to variables regarding motives for entrepreneurial activity, opportunity entrepreneurs, wealth creation and independence. Global codings are registered for international comparisons across these variables.

The second-tier of the research process includes the distribution of the character theme questionnaire. An online Surveypro questionnaire was administered to 167 respondents (sample of 211), identified as start-up entrepreneurs by the GEM New Zealand programme. The questionnaire was an adaptation of the Thompson (2002) questionnaire, identifying a twenty point individual character theme. Each question describes behaviour that would typify the presence of a particular character theme. Respondents were prompted in the form of a 5 point Likert scale, and evaluation included empirical imputation of SPSS v2. Respondents and character themes were ranked according to average scores, represented by descriptive statistics, including score ratings, item means, standard deviation, kurtosis, factor means and discriminatory analysis. Construct reliability and inferential statistics include evaluation of the Cronbach's alpha, representing item-scale correlation.

## RESEARCH FINDINGS

### Realisation, response and representation of results

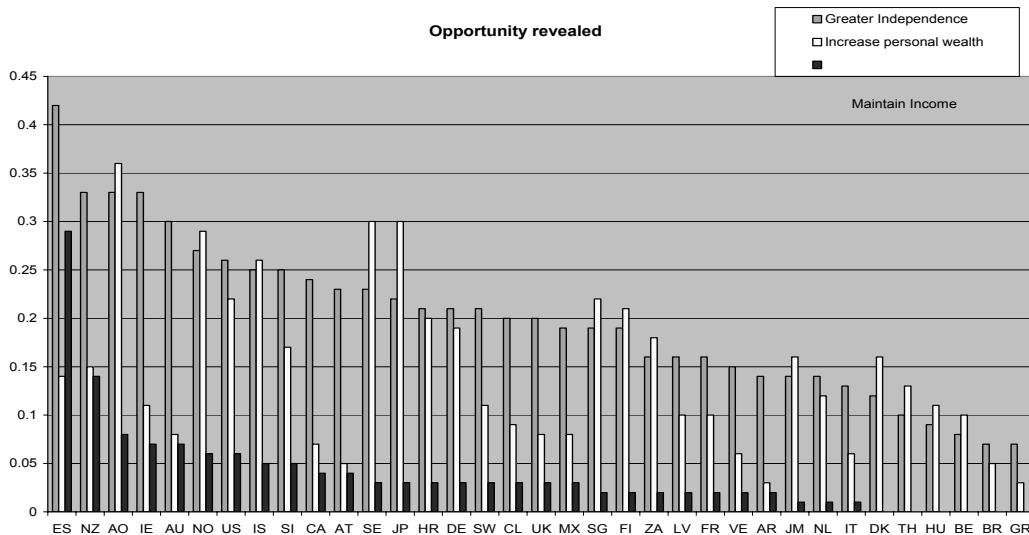
The sample of 211 entrepreneurs is from a data set of 354 entrepreneurs identified in the GEM (2005) process. Realisation, response and representation of results identify appropriateness for the current research project. The applied tailored design approach (Dillman: 2000) resulted in a favourable response rate from 167 entrepreneurs, indicative of a seventy-nine per cent response rate.

### GEM data analysis

In response to being asked to identify the most important motive for pursuing a new business opportunity, New Zealand entrepreneurs identified greater independence as the core motive. The independence motive ranked almost 3 times higher than the motive to increase their personal wealth. 66% of New Zealand entrepreneurs rate independence as their primary motive for entering new ventures, with only 28% wishing to increase their personal wealth. When comparing these findings internationally, New Zealand entrepreneurs rank decisively high on the independence motive, and correspondingly low on the motive to increase personal wealth. This is in line with literature identifying New Zealanders as leading the stakes in entrepreneurial activity, but lagging in the field of wealth creation (Frederick, 2004). The international comparisons regarding these two variables are depicted in Figure 1. We also include a variable regarding the maintenance of income, however, the first two variables are pertinent to this study.

Another distinguishing characteristic of New Zealand entrepreneurs is that they employ less full and part-time employees than the global average, indicative of lack of ambition (regarding growth in employment). MAZARS (2005) identify the ambition of entrepreneurs over the longer term, with the global high growth entrepreneurial rate at less than 10%. New Zealand entrepreneurs rate modestly in this regard, indicative of a small percentage of Kiwis wishing to be high growth entrepreneurs. This however only represents 12% of New Zealand's entrepreneurs. When asked if they expect to make a profit out of the new venture, 92% of New Zealand entrepreneurs expressed such a desire. Other than Argentina (developing nation), New Zealand rank second highest in the GEM universe on this variable. This is despite a 3:1 ratio of independence to wealth creation preference. One can only assume that they have high profit expectations, but have a preference

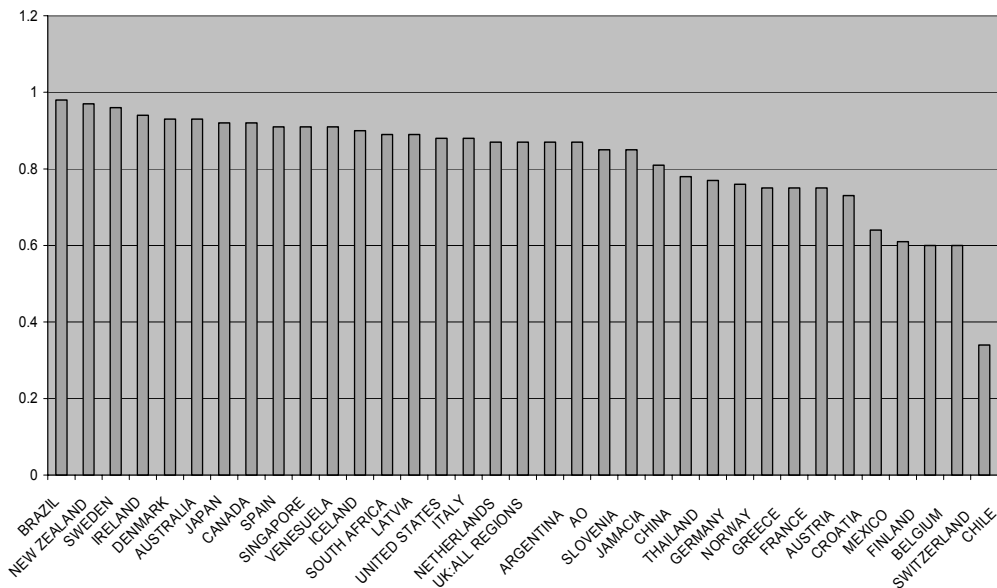
**Figure 1 Independence and wealth creation as entrepreneurial motives**



to independence. The price paid is thus a lack of individual wealth creation. Furthermore, this finding may be indicative of lack of personal leadership, possibly “talking the walk, but not walking the talk.” As such, it seems that New Zealand entrepreneurs have high wealth creation expectations, but lack the leadership, motivation and ability to realise these expectations. Figure 2 depicts the profit expectation of New Zealand entrepreneurs.

**Figure 2 Profit expectation from entrepreneurial ventures**

SUPYRT05 Average number of adults who expect to make a profit



### Entrepreneurial character theme analysis

Table 1 depicts score ratings (column 3) from 167 entrepreneurs. Character themes are depicted in column 2, with associated entrepreneurial associations in column 1. Columns 3 and 4 depict item means and standard deviations; column 6 the factor mean (association), and the 7th column depicts the overall factor ranking. The final 2 columns depict the use of Cronbach's alpha as a construct reliability measure. Item-scale correlations include the alpha should the item be deleted. The Cronbach's alpha of 0.74 for the construct is appropriate for the study on hand.

**Table 1 Entrepreneurial character theme scorecard**

Association	Character Theme	Score Rating	Item Mean	Standard Deviation	Factor Mean	Factor Rating	Item-scale correlation	Alpha if item deleted
Inventor	Mastery	11	3.39	0.870	3.37	6	0.20	0.73
Inventor + Entrepreneur	Creativity	7	3.53	0.977	3.53	3	0.51	0.70
Entrepreneur	Opportunity taking	1	4.28	0.873	3.54	2	0.34	0.71
Entrepreneur	Urgency	18	3.15	1.495			0.40	0.71
Entrepreneur	Performance orient	12	3.38	1.141			0.48	0.69
Entrepreneur	Networking	13	3.37	1.101	3.41	5	0.51	0.70
Entrepreneur + Leader	Focus	6	3.55	1.132			0.57	0.69
Entrepreneur + Leader	Time focus	4	3.59	0.725			0.50	0.70
Entrepreneur + Leader	Ego	20	3.03	1.137			0.29	0.72
Entrepreneur + Leader	Courage	10	3.40	0.972			0.44	0.71
Entrepreneur + Leader	Team	8	3.52	0.826			0.33	0.72
Leader	Strategic	16	3.16	0.884			3.16	7
Leader	Envisioning	15	3.17	0.991	0.57	0.70		
Leader	Empowering	17	3.15	1.115	0.11	0.73		
Leader	Influencing	14	3.22	0.952	0.17	0.73		
Entrepreneur enabler	Developer	2	3.61	1.144	3.61	1	0.27	0.72
Non-entrepreneur	Systematic	9	3.48	0.943	3.43	4	0.08	0.73
Non-entrepreneur	Disciplined	19	3.06	1.144			0.37	0.79
Non-entrepreneur	Woo	3	3.60	0.624			0.14	0.73
Non-entrepreneur	Relator	5	3.56	0.890			0.41	0.71
<b>Construct descriptive</b>	<i>n=167</i>		<b>3.39</b>	<b>0.995</b>			<b>0.74</b>	

Item analysis identifies the dominance of certain character themes within the defined sample. On extreme scales, the dominant character theme is opportunity taking; associated with the entrepreneur. The least dominant theme is that of ego, exhibiting their lack of wishing to make a difference. Whilst the New Zealand entrepreneur ranks high on engaging and taking on perceived opportunities, strong people and relationship elements; they rank dismal regarding selection and leading. The lack of dominant character themes such as ego, urgency, discipline and empowerment are indicative of the lifestyle entrepreneur. The next strongest theme is that of empowering, associated with the development of other entrepreneurs. This is linked to social entrepreneurial tendencies, linking energy, edge and execution (Welch, 2001). Social tendencies may well be correlated to lifestyle themes, which identify an area for additional research.

The strong woo and relator character themes are associated to the link of entrepreneurial independence, hence associated to the lifestyle entrepreneur. The lifestyle and independence motive is associated with enjoying the approval of others, preferring to associate with trusted colleagues and friends. The lack of leadership themes is evident of the link to inability of creating employment and wealth. This is also associated to the link of high independence, not having the leadership inclination to create wealth. Leadership character themes of strategic, envisioning, empowering and influencing all rank in the bottom quartile of orientation responses. The lack of

the discipline character theme is also indicative of willingness or ability to create wealth, opting for independence. The independence motive is linked to the lifestyle entrepreneur through desire of not being influenced by others in one's ideas or conduct.

The total lack of the ego character theme is indicative of New Zealand entrepreneurs wishing to cloak their wealth (tall-poppy syndrome). The ego character theme is linked to the lack of achievement motivation (Langan-Fox & Roth, 1995). The entrepreneur + leader construct identifies a contrasting response, despite a factor rating of 5. Time focus may be attributable to the importance of the work-leisure trade off; with lifestyle entrepreneurs portraying preference for leisure and quality of life activities. High focus responses are indicative of the leisure desire, despite ambiguity regarding the profit motive. Overall, the developer character theme portrays dominance due to the association of the desire to develop ventures that best suite the lifestyle expectation of the entrepreneur. The entrepreneur association follows, which correlates to GEM findings of the high prevalence of New Zealand entrepreneurs. New Zealanders are associated with the ability of spotting opportunities, yet rank dismally when it comes to the exploitation of such opportunities. This is correlated by the profit motive, whereby New Zealand entrepreneurs are ambitious (wealth creation), yet do not develop ventures actually creating such wealth. The inventor + creativity construct identifies the creative aspect of the entrepreneur, followed by non-entrepreneurial associations of systematic, disciplined, woo and relator. These themes are most often associated with the lifestyle entrepreneur.

## CONCLUSIONS AND IMPLICATIONS

The integration of the GEM data and empirical investigation support the desire for independence in New Zealand entrepreneurs. Greater independence motives correlate with high responses on character themes such as woo, time focus, developer and relator. Despite high responses on the opportunity taking theme, New Zealand entrepreneurs expect to create more wealth than they actually do. This is primarily attributable to lack of leadership associations, lacking themes such as strategic, envisioning, empowering and influencing. The desire to opt for lifestyle and independence may be attributable to a cultural dimension of cloaking wealth (tall-poppy syndrome). One may presume that the adage of the 'boat and batch' surpasses the desire to create wealth and employment.

The MAZARS report (2005) indicates that 12% of New Zealand entrepreneurs portray ambitious tendencies, wishing to employ in excess of 20 employees within the next 5 years. Such entrepreneurs do not significantly portray lifestyle motives. Their motive is primarily personal wealth creation, whereas the majority of New Zealand entrepreneurs are motivated by greater independence. A recommendation would be to synergize these two polars, integrating independence and wealth creation. Enabling this synergy includes development of the leader character themes. Enhancing themes such as strategy, envisioning, empowering and influencing may well facilitate venture creation and development.

Implications include motivating New Zealand entrepreneurs toward creating wealth. Such initiatives include role model activities, government interventions to stimulate export growth, and incubator type facilitation to nurture entrepreneurial ventures. Further research is required across larger entrepreneurial networks throughout New Zealand; identifying core motives and

psychological themes enabling venture creation and development. Cognisance must however be taken of the quality of life desire of New Zealanders, coupled with the independence and lifestyle motivation of New Zealand entrepreneurs.

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