

APPENDICES

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Table A.1. Demographic Characteristics of the Entrepreneurial Edge Sample

The following table presents the demographic distribution of the sample for the Entrepreneurial Edge. Ideally, the data used to create and validate the assessment should include representation from a wide range of demographic groups (e.g., gender, age, racial/ethnic group, education level, country, and organization level), as was the case with this sample.

Table A.1. Demographic Characteristics of the Entrepreneurial Edge Sample

Demographics		Frequency							
		Total Sample		By Reference Groups					
				Entrepreneur		Intrapreneur		General Population	
		N	%	N	%	N	%	N	%
Gender	Male	841	47.5	232	52.8	379	50.1	115	38.0
	Female	929	52.5	207	47.2	377	49.9	188	62.0
Age Group (Years)	18–24	29	1.6	5	1.1	11	1.5	12	4.0
	25–34	294	16.6	56	12.8	116	15.3	85	28.1
	35–44	554	31.3	109	24.8	265	35.1	97	32.0
	45–54	525	29.7	129	29.4	234	31.0	62	20.5
	55–64	310	17.5	99	22.6	120	15.9	44	14.5
	65–74	53	3.0	38	8.7	8	1.1	3	1.0
	75+	5	0.3	3	0.7	2	0.3	0	0.0
	Media Age (SD)	45 (10.7)		49 (11.8)		44 (9.8)		40 (10.9)	
Racial/Ethnic Group	Black	111	6.3	33	7.5	39	5.2	19	6.3
	Hispanic	74	4.2	20	4.6	35	4.6	9	3.0
	White	1,380	78.0	330	75.2	597	79.0	231	76.2
	Other	205	11.6	56	12.8	85	11.2	44	14.5
Education Level	No High School Diploma	12	0.7	1	0.2	6	0.8	4	1.3
	High School Diploma/GED	29	1.6	2	0.5	13	1.7	3	1.0
	Some College or Associate's Degree	297	16.8	74	16.9	103	13.6	65	21.5
	Bachelor's Degree	635	35.9	153	34.9	266	35.2	124	40.9
	Postgraduate or Professional Degree	797	45	209	47.6	368	48.7	107	35.3
Country	United States	1,123	63.4	270	61.5	489	64.7	201	66.3
	Canada	351	19.8	88	20.0	139	18.4	66	21.8
	Other	296	16.7	81	18.5	128	16.9	36	11.9
Employment Status	Employed	1,599	90.3	268	61.0	756	100.0	303	100.0
	Not Employed	171	9.7	171	39.0	0	0.0	0	0.0
Organization Level	Senior Executive (President, CEO, CFO, VP, etc.)	159	9.0	61	13.9	80	10.6	2	0.7
	Senior Manager (individuals who manage managers)	360	20.3	65	14.8	215	28.4	5	1.7
	Manager (individuals who manage others)	552	31.2	64	14.6	266	35.2	41	13.5
	Non-managerial Employee/Staff	490	27.7	69	15.7	179	23.7	242	79.9
	Other (not specified)	38	2.1	9	2.1	16	2.1	13	4.3
	Not Employed	171	9.7	171	39.0	0	0.0	0	0.0
Total		1,770		439		756		303	

Note. Other Racial/Ethnic Group refers to Asian and Pacific Islander, Native, Multiracial, or groups that were not otherwise specified.

Table A.2. Internal Consistency

The following table summarizes the internal consistency (coefficient alpha) for the Entrepreneurial Edge scores. Alpha values can range from 0.00 to 1.00, with higher values indicating higher reliability. The values are generally above .80, which supports that the scales have adequate reliability.

Table A.2. Internal Consistency

Scale	Number of Items	Coefficient Alpha		
		Entrepreneur (n=439)	Intrapreneur (n=756)	General Population (n=303)
Adaptable	8	.80	.84	.83
Considerate	6	.80	.83	.82
Driven	9	.77	.78	.81
Innovative	7	.85	.84	.88
Managing Others	7	.83	.85	.86
Optimistic	7	.85	.86	.85
Organizationally Oriented	6	.68	.71	.69
Planning	6	.83	.84	.79
Risk Tolerant	7	.83	.82	.79
Stress Motivated	8	.80	.86	.83
Team Building	8	.85	.88	.88
Visionary	8	.82	.83	.82

Table A.3. Group Differences between the Intrapreneur and General Population Samples

The following table presents mean, standard deviation and Cohen's *d* values to describe the effect sizes of mean differences in the Entrepreneurial Edge T-scores between intrapreneurs and the general population sample. As expected, with Cohen's *|d|* values all falling within the small to medium size, intrapreneurs had higher scores compared to the general population sample.

Table A.3. Group Differences between the Intrapreneur and General Population Samples

Scale	Intrapreneur (n=756)		General Population (n=303)		Cohen's <i>d</i> Intrapreneur vs. General Population
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	
Adaptable	55.7	9.1	50.0	10.0	0.61
Considerate	52.8	9.5	50.0	10.1	0.29
Driven	55.1	9.0	50.0	10.0	0.55
Innovative	58.1	8.6	50.1	10.0	0.89
Managing Others	55.4	9.1	50.0	10.0	0.58
Optimistic	54.5	8.8	50.0	10.0	0.48
Organizationally Oriented	55.0	10.3	50.0	10.0	0.49
Planning	52.6	10.3	50.0	10.0	0.26
Risk Tolerant	57.8	10.8	50.0	10.0	0.74
Stress Motivated	55.5	10.1	50.0	10.0	0.54
Team Building	55.4	9.1	50.0	10.0	0.58
Visionary	57.1	9.6	50.0	10.0	0.73

Note. Positive Cohen's *d* values indicate higher Entrepreneurial Edge scores in the intrapreneur than the general population sample. Guidelines for evaluating Cohen's *|d|* values are .20 = small, .50 = medium, .80 = large.

Table A.4. Frequency of Score Classifications for the Intrapreneur and General Population Samples

The following table presents frequencies of the score classifications (displayed as percentages) in the intrapreneurs and the general population sample. As expected, more intrapreneurs are classified as *High* and *Exceptional* compared to the general population sample. Furthermore, the chi-square statistics

support that the intrapreneurs and the general population samples have different patterns of score classifications.

Table A.4. Frequency of Score Classifications for the Intrapreneur and General Population Samples

Scale	Intrapreneur (n=756)					General Population (n=303)					Chi-square static (df = 4)
	Consider Developing	Fair	Moderate	High	Exceptional	Consider Developing	Fair	Moderate	High	Exceptional	
Adaptable	3.4	6.9	34.7	22.0	33.1	10.6	18.2	41.3	13.2	16.8	78.4
Considerate	6.6	14.7	31.5	26.2	21.0	12.5	20.5	31.4	19.1	16.5	20.3
Driven	2.9	11.9	29.1	30.0	26.1	13.2	15.2	38.3	18.8	14.5	69.5
Innovative	0.5	5.6	33.1	20.2	40.6	8.6	25.1	35.6	14.5	16.2	166.2
Managing Others	3.4	9.3	28.4	29.8	29.1	10.2	18.8	37.0	18.8	15.2	66.5
Optimistic	4.4	8.5	32.7	22.8	31.7	13.9	11.6	35.6	22.4	16.5	48.7
Organizationally Oriented	6.2	9.1	33.2	19.3	32.1	14.2	14.9	41.6	13.2	16.2	51.6
Planning	8.3	14.2	33.2	24.5	19.8	10.9	19.8	35.6	21.8	11.9	14.8
Risk Tolerant	2.8	7.1	33.7	15.7	40.6	9.6	21.1	43.6	11.6	14.2	113.1
Stress Motivated	3.8	11.4	33.6	22.2	29.0	12.2	17.5	43.6	12.5	14.2	65.9
Team Building	3.2	11.1	31.6	20.0	34.1	11.9	18.5	37.0	14.5	18.2	61.9
Visionary	3.2	6.1	31.6	20.5	38.6	12.9	14.2	41.9	16.2	14.9	98.3

Note. Values presented represent the percent of each sample classified in each score category. All chi-square statistics are significant at $p \leq .01$.

Table A.5. Demographic Characteristics of the Leader Sample

The following table presents the demographic distribution of the leader sample for the Entrepreneurial Edge validity studies. This leader sample consists of individuals from a wide range of demographic groups (e.g., gender, age, racial/ethnic group, education level, and organization level) who did not self-identify as either intrapreneurs within their organizations or entrepreneurs.

Table A.5. Demographic Characteristics of the Leader Sample

Demographic		Frequency	
		N	%
Gender	Male	132	43.7
	Female	170	56.3
Age Group (Years)	18–24	1	0.3
	25–34	46	15.2
	35–44	94	31.1
	45–54	107	35.4
	55–64	50	16.6
	65–74	4	1.3
	Median Age (SD)	45 (9.4)	
Racial/Ethnic Group	Black	21	7.0
	Hispanic	10	3.3
	White	246	81.5
	Other	25	8.3
Education Level	Less than a Bachelor's Degree	74	24.5
	Bachelor's Degree, Associate Degree or College Diploma	103	34.1
	Postgraduate or Professional Degree	125	41.4
Country	United States	179	59.3
	Canada	65	21.5
	Other	58	19.2
Employment Status	Employed	302	100.0
Organization Level	Senior Executive (President, CEO, CFO, VP, etc.)	17	5.6
	Senior Manager (individuals who manage managers)	77	25.5
	Manager (individuals who manage others)	208	68.9
Total		302	

Note. Other Racial/Ethnic Group refers to Asian and Pacific Islander, Native, Multiracial, or groups that were not otherwise specified.

Table A.6. Correlations between the Entrepreneurial Edge scores and Ease with Innovating

The following table summarizes the relationship between the Entrepreneurial Edge scores and leaders' self-reported ease with innovating. Correlation values range from -1.00 to 1.00, with 1.00 indicating a perfect positive relationship, 0.00 indicating no relationship, and -1.00 indicating a perfect inverse relationship. It was expected that ease with innovating should positively associate with the Entrepreneurial Edge scores, which was observed in this leader sample.

Table A.6. Correlations between the Entrepreneurial Edge scores and Ease with Innovating

Scale	Correlation with Ease with Innovating	Correlation with Leader Support in Innovation
Adaptable	.39	.38
Considerate	.20	.21
Driven	.35	.24
Innovative	.46	.37
Managing Others	.36	.31
Optimistic	.30	.24
Organizationally Oriented	.27	.29
Planning	.22	.20
Risk Tolerant	.30	.29
Stress Motivated	.26	.22
Team Building	.26	.36
Visionary	.45	.32

Note. $n = 300$; the ease with innovating item was optional and was omitted by 2 respondents and $n = 298$ the leader support in innovation item was optional and was omitted by 4 respondents. All correlations are significant at $p < .001$. Guidelines for evaluating correlations are .10 = small, .30 = medium, .50 = large. Correlations of medium effects are highlighted in this table.

Table A.7. Frequency of Score Classifications by Ease with Innovating in Leaders

The following table presents the frequency of score classifications (as a percentage) by ease with innovating in leaders. As expected, leaders who found it easy or very easy to innovate were more frequently classified as Exceptional as compared to leaders who found it neither difficult nor easy, difficult or very difficult to innovate. Furthermore, the chi-square statistics support that the leaders with different levels of ease with innovating have different patterns of score classifications.

Table A.7. Frequency of Score Classifications by Ease with Innovating in Leaders

Scale	Leaders Who Found it Neither Difficult nor Easy, Difficult, or Very Difficult to Innovate ($n=214$)					Leaders Who Found it Easy or Very Easy to Innovate ($n=86$)					Chi-square static ($df = 4$)
	Consider Developing	Fair	Moderate	High	Exceptional	Consider Developing	Fair	Moderate	High	Exceptional	
Adaptable	8.4	12.6	48.1	17.3	13.6	1.2	2.3	34.9	19.8	41.9	37.1
Considerate	11.7	18.2	36.0	21.0	13.1	4.7	11.6	25.6	31.4	26.7	16.3
Driven	14.0	16.8	36.4	22.4	10.3	1.2	8.1	30.2	27.9	32.6	32.8
Innovative	5.6	23.0	46.5	14.6	10.3	1.2	7.0	29.1	16.3	46.5	54.7
Managing Others	7.0	11.2	34.6	29.4	17.8	0.0	5.8	16.3	30.2	47.7	35.7
Optimistic	10.3	12.1	40.2	21.5	15.9	2.3	9.3	25.6	24.4	38.4	23.0
Organizationally Oriented	8.9	12.6	40.7	17.8	20.1	3.5	5.8	30.2	20.9	39.5	16.2
Planning	13.1	20.6	33.2	23.8	9.3	4.7	10.5	38.4	24.4	22.1	15.8
Risk Tolerant	10.3	14.5	42.1	15.9	17.3	2.3	4.7	44.2	11.6	37.2	21.3
Stress Motivated	12.6	17.8	43.9	13.6	12.1	5.8	10.5	33.7	22.1	27.9	18.2
Team Building	10.3	15.4	36.9	19.6	17.8	0.0	5.8	39.5	20.9	33.7	20.5
Visionary	17.4	16.4	42.3	15.5	8.5	2.3	3.5	33.7	24.4	36.0	51.0

Note. $n = 300$; the ease with innovating item was optional and was omitted by 2 respondents. All chi-square statistics are significant at $p \leq .001$.

Table A.8. Frequency of Score Classifications by Leader Support in Innovation

The following table presents the frequency of score classifications (as a percentage) by how much leaders supported innovation in their direct reports. As expected, leader who reported more support for innovation were more frequently classified as *Exceptional* than leaders who reported less support for innovation for all Entrepreneurial Edge scales except for the Driven, Planning and Stress Motivated scales. The chi-square statistics support that the leaders that give different levels of support in innovation have different patterns of score classifications for most of the Entrepreneurial Edge scales.

Table A.8. Frequency of Score Classifications by Leader Support in Innovation

Scale	Not At All, Very Little or Some Support for Innovation (n=74)					Quite a Bit or Very Much Support Innovation (n=224)					Chi-square static (df = 4)	p-value
	Consider Developing	Fair	Moderate	High	Exceptional	Consider Developing	Fair	Moderate	High	Exceptional		
Adaptable	3.4	6.9	34.7	22.0	33.1	10.6	18.2	41.3	13.2	16.8	78.4	<.001
Considerate	6.6	14.7	31.5	26.2	21.0	12.5	20.5	31.4	19.1	16.5	20.3	.010
Driven	2.9	11.9	29.1	30.0	26.1	13.2	15.2	38.3	18.8	14.5	69.5	.200
Innovative	0.5	5.6	33.1	20.2	40.6	8.6	25.1	35.6	14.5	16.2	166.2	<.001
Managing Others	3.4	9.3	28.4	29.8	29.1	10.2	18.8	37.0	18.8	15.2	66.5	<.001
Optimistic	4.4	8.5	32.7	22.8	31.7	13.9	11.6	35.6	22.4	16.5	48.7	.010
Organizationally Oriented	6.2	9.1	33.2	19.3	32.1	14.2	14.9	41.6	13.2	16.2	51.6	.010
Planning	8.3	14.2	33.2	24.5	19.8	10.9	19.8	35.6	21.8	11.9	14.8	.100
Risk Tolerant	2.8	7.1	33.7	15.7	40.6	9.6	21.1	43.6	11.6	14.2	113.1	<.001
Stress Motivated	3.8	11.4	33.6	22.2	29.0	12.2	17.5	43.6	12.5	14.2	65.9	.080
Team Building	3.2	11.1	31.6	20.0	34.1	11.9	18.5	37.0	14.5	18.2	61.9	<.001
Visionary	3.2	6.1	31.6	20.5	38.6	12.9	14.2	41.9	16.2	14.9	98.3	<.001

Note. n = 298; the leader support in innovation item was optional and was omitted by 4 respondents.

Table A.9. Differences between Demographic Groups

The following table summarizes the Entrepreneurial Edge score differences between racial/ethnic groups and between gender groups in a combined sample of general population, intrapreneurs, and entrepreneurs. Mean score differences are interpreted using Cohen’s *d*. For these analyses, the racial/ethnic groups being compared were matched by gender, age, and education level to rule these demographic variables out as potential explanations for score differences by race/ethnicity. Likewise, women were matched to men by race, age, and education level to compare for score differences by gender. Black and Hispanic individuals scored higher on some of the scales than their White counterparts, with small to medium *d* values. Differences across gender were negligible except for the Risk Tolerant scale, but the effect size was small.

Table A.9. Differences between Demographic Groups

Scale	Matched White to Black (n=91)		Black (n=91)		Matched White to Hispanic (n=64)		Hispanic (n=64)		Men (n=644)		Matched Women to Men (n=644)		Cohen's <i>d</i>		
	M	SD	M	SD	M	SD	M	SD	M	SD	M	SD	Matched White vs. Black	Matched White vs. Hispanic	Men vs. Matched Women
Adaptable	54.5	10.6	55.5	10.2	53.2	9.7	57.3	8.0	55.3	9.4	55.0	9.3	-0.10	-0.47	0.03
Considerate	52.6	10.5	55.3	9.0	50.7	9.4	53.0	8.4	52.3	9.8	52.8	9.5	-0.28	-0.25	-0.05
Driven	54.7	10.1	54.5	10.4	52.8	9.7	56.8	9.2	55.4	9.3	54.0	9.5	0.02	-0.42	0.15
Innovative	56.1	10.5	58.6	10.0	54.0	9.6	60.5	10.1	57.8	9.5	56.5	9.4	-0.24	-0.65	0.14
Managing Others	52.8	10.7	57.4	10.9	53.0	10.7	55.9	9.2	55.7	8.7	53.9	9.8	-0.42	-0.29	0.19
Optimistic	53.4	9.8	54.3	9.5	51.9	10.4	54.8	9.4	54.4	9.0	53.9	9.4	-0.10	-0.29	0.05
Organizationally Oriented	52.9	10.9	55.8	11.9	52.5	9.6	56.3	10.0	54.5	10.4	53.2	10.2	-0.26	-0.39	0.13
Planning	51.9	10.7	55.2	11.1	52.4	10.5	53.4	10.4	52.7	10.6	51.5	10.1	-0.30	-0.10	0.12
Risk Tolerant	56.1	12.7	55.4	13.0	55.5	11.3	57.1	11.6	59.6	11.7	55.8	11.1	0.05	-0.13	0.34
Stress Motivated	54.1	10.5	53.5	10.3	53.1	10.2	59.0	9.3	55.5	9.8	53.9	10.3	0.05	-0.61	0.15
Team Building	54.2	10.4	54.5	9.9	52.7	9.2	55.3	8.0	54.3	9.5	54.9	9.1	-0.02	-0.29	-0.06
Visionary	55.1	9.8	57.4	10.9	52.7	11.3	59.7	9.7	57.4	10.3	55.5	10.0	-0.23	-0.66	0.19

Note. Positive Cohen's *d* values indicate the majority group (Matched White and Men groups) scored higher than the minority group (Black, Hispanic and Women groups), while negative Cohen's *d* values indicate the minority group scored higher than the majority group. Guidelines for evaluating *d* are: .20 = small, .50 = medium, .80 = large.

Table A.10. Adverse Impact Ratios

The following table shows the adverse impact ratios for Entrepreneurial Edge scores for racial/ethnic groups and for gender in the combined general population, intrapreneur, and entrepreneur sample. Adverse impact is indicated if the ratio is less than 0.80, indicating that the proportion of the minority group who achieve a desirable outcome is less than four-fifths of the proportion of the majority group

who obtain that same outcome (i.e., *High* or *Exceptional* Entrepreneurial Edge scale scores). For these analyses, the Black and Hispanic racial/ethnic groups were each matched by gender, age and education level in the White groups to rule out other possible explanations of differences in scores by race/ethnicity. Likewise, women were matched to men by race, age, and education level to compare for score differences by gender. Apart from the Risk Tolerant scale for gender, the Entrepreneurial Edge does not demonstrate potential for adverse impact as the ratios for all other group comparisons are greater than 0.80.

Table A.10. Adverse Impact Ratios

Scale	Black: Matched White	Hispanic: Matched White	Female: Male
Adaptable	1.29	1.72	0.99
Considerate	1.20	1.35	1.03
Driven	1.02	1.43	0.91
Innovative	1.26	1.55	0.91
Managing Others	1.44	1.12	0.87
Optimistic	1.19	1.26	0.93
Organizationally Oriented	1.34	1.40	0.83
Planning	1.29	1.07	0.93
Risk Tolerant	1.00	1.17	0.79
Stress Motivated	1.00	1.72	0.86
Team Building	1.07	1.42	1.04
Visionary	1.04	1.46	0.90