

ENTREPRENEURIALISM
AND SOCIETY

The two volumes of the “Reversing the Arrow” series are a tour de force that serve to crystallize a novel way of conceptualizing the interplay between society and entrepreneurship. They have led to a sea change in scholarship on entrepreneurship and will inspire new and exciting research for years to come.

Sarah Soule, Ph.D., Stanford University Graduate School of Business

Entrepreneurship has morphed from “what startups and small businesses do” into a pervasive ideology. From Shark Tank to university curricula, entrepreneurship is everywhere now. How did everyone become an LLC, ready to toss an elevator pitch at a moment’s notice? The articles in these volumes examine the societal impact of entrepreneurialism -- what happens when the process of starting a business becomes a set of values and a how-to guide for appropriate action far beyond the context of startups. They reflect an engaging mix of disciplines and methods taking on a vital problem.

Gerald Davis, Ph.D., University of Michigan

Entrepreneurship has been the rage for several decades, escaping serious scrutiny of its ramifications for those who experience its second and third-order consequences. The Reversing the Arrow authors remedy that omission, deftly revealing the many societal costs and limitations that stem from worshipping at the altar of entrepreneurship.

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RESEARCH IN THE SOCIOLOGY OF
ORGANIZATIONS VOLUME 82

**ENTREPRENEURIALISM
AND SOCIETY:
CONSEQUENCES
AND MEANINGS**

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INVESTOR IN PEOPLE

This volume is dedicated to the memory of Prof. William Miller who encouraged me to embark on a journey from being an entrepreneur to a scholar studying our new entrepreneurial world.

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FOREWORD: RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS

Research in the Sociology of Organizations (RSO) publishes cutting edge empirical research and theoretical papers that seek to enhance our understanding of organizations and organizing as pervasive and fundamental aspects of society and economy. We seek provocative papers that push the frontiers of current conversations, that help to revive old ones, or that incubate and develop new perspectives. Given its successes in this regard, *RSO* has become an impactful and indispensable fount of knowledge for scholars interested in organizational phenomena and theories. *RSO* is indexed and ranks highly in Scopus/SCImago as well as in the Academic Journal Guide published by the Chartered Association of Business schools.

As one of the most vibrant areas in the social sciences, the sociology of organizations engages a plurality of empirical and theoretical approaches to enhance our understanding of the varied imperatives and challenges that these organizations and their organizers face. Of course, there is a diversity of formal and informal organizations – from for-profit entities to non-profits, state and public agencies, social enterprises, communal forms of organizing, non-governmental associations, trade associations, publicly traded, family owned and managed, private firms – the list goes on! Organizations, moreover, can vary dramatically in size from small entrepreneurial ventures to large multi-national conglomerates to international governing bodies such as the United Nations.

Empirical topics addressed by *RSO* include: the formation, survival, and growth of organizations; collaboration and competition between organizations; the accumulation and management of resources and legitimacy; and how organizations or organizing efforts cope with a multitude of internal and external challenges and pressures. Particular interest is growing in the complexities of contemporary organizations as they cope with changing social expectations and as they seek to address societal problems related to corporate social responsibility, inequality, corruption, and wrongdoing, and the challenge of new technologies. As a result, levels of analysis reach from the individual, to the organization, industry, community, and field, and even the nation-state or world society. Much research is multi-level and embraces both qualitative and quantitative forms of data.

Diverse theory is employed or constructed to enhance our understanding of these topics. While anchored in the discipline of sociology and the field of management, *RSO* also welcomes theoretical engagement that draws on other disciplinary conversations – such as those in political science or economics, as well as work from diverse philosophical traditions. *RSO* scholarship has helped

push forward a plethora theoretical conversations on institutions and institutional change, networks, practice, culture, power, inequality, social movements, categories, routines, organization design and change, configurational dynamics and many other topics.

Each volume of *RSO* tends to be thematically focused on a particular empirical phenomenon (e.g., creative industries, multinational corporations, and entrepreneurship) or theoretical conversation (e.g., institutional logics, actors and agency, and microfoundations). The series publishes papers by junior as well as leading international scholars, and embraces diversity on all dimensions. If you are scholar interested in organizations or organizing, I hope you find *RSO* to be an invaluable resource as you develop your work.

Professor Michael Lounsbury

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The editors want to express the deepest appreciation and respect for the authors in this volume, the participants at the Reversing the Arrow conferences in Lake Tahoe, and the organizers of this research effort who devoted so much time and energy to make this a reality. This volume grew out of conversations among the organizers and participants of the CalO2 conferences at the University of Southern California, the annual West Coast Research Seminars, and the annual conferences at Lake Tahoe. The editors would also like to express gratitude to the Graduate School of Business at Stanford for supporting and hosting this project, the Stanford Technology Ventures Program for their educational support, and the Rocket Wagon Venture Studio and Palo Alto Venture Studio for their generous financial support.

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INTRODUCTION – “REVERSING ENTREPRENEURSHIP’S ARROW”: THE METAPHOR’S MODEL AND RESEARCH IMPLICATIONS

P. Devereaux Jennings, Timothy R. Hannigan and
Jennifer E. Jennings

Keywords: Entrepreneurship; metaphor; neo-liberalism; culture;
computational text analysis

The goals of the double-volumes based on the *Reversing the Arrow Conference* are, according to the editors and organizers, twofold: first, to push entrepreneurial and organization theorists to think more about the “reversed arrow” from entrepreneurial processes to societal effects (rather than from societal to entrepreneurial ones); and second, to build a research community devoted to reversing this arrow. We appreciate the provocativeness, breadth, and inherent inclusiveness of these goals, and we applaud the call. Our task in this commentary is to form a linchpin between this volume (Vol. 82) and the prior one (Vol. 81): we will assess the papers and the avenues they open in a way that furthers their ability to hit these twin targets. We do so by elaborating and applying the metaphor of “reversing the arrow” at times in a playful way, and, at other times, in a more serious fashion, noting that play is a hallmark of creativity (and certainly much more fun than evaluation). In the ensuing sections, we organize the papers around theoretical elements suggested by the reversed arrow metaphor and then offer suggestions for future research in the area. We hope that our commentary furthers the community’s efforts to inspire greater scholarly reflection and research on how entrepreneurship impacts society.

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THE “REVERSING THE ARROW” METAPHOR AND MODEL

Our first comment is about the design of the two volumes and how they fit with the “reversing the arrow” metaphor. [Cornelissen \(2005\)](#), much like [Weick \(1989\)](#), argued that metaphors – for example, the “learning organization” – can be very useful for theory-building in organization studies. As a theorizing tool, metaphors are most generative when they are crafted and then employed flexibly; that is, as *interacting sets of elements that allow for conceptual emergence*, rather than as the basis for direct contrasts and exact comparisons. Below we identify some of the “reversed arrow” elements as we see them developed in these RSO volumes.

Metaphor Elements and Components

In their introductory paper to the first volume, Eberhart, Aldrich, and Eisenhardt noted that the goal of the collective endeavor is enhanced understanding of “how the concept of entrepreneurship has shifted from the commercial endeavor of starting a new company into a broad ideology that profoundly shapes society” (Vol. 81, p. 2). In the subsequent paper by Eberhart, Barley, and Nelson, this message is built out by showing how the ideology of entrepreneurialism, which may have originated in the high-tech sector, has been transferred to different domains as a logic of choice and action. Caliskan and Lounsbury (Vol. 81, 2022) go on to identify and tack down various forms of localized discourse around the ideology of entrepreneurship, which differ somewhat by country and industry. In the ensuing examination of world society’s logic of neo-liberalism, however, Bromley, Meyer, and Jia (Vol. 81, 2022) maintain that the ideology of entrepreneurship fits with the sweeping macro-level creation and diffusion of that broader ethos, even if it has modified the neo-liberalism view somewhat in recent years. Vogel, while agreeing that entrepreneurship was deemed central and lauded in neo-liberalism, also argues that

[...] the policy agenda adopted in the name of entrepreneurs – including lower taxes, lower social spending, less regulation, financial liberalization, and weaker antitrust laws – hurt entrepreneurs more than it helped them. (Vol. 81, p. 81)

On a similarly dark note, Palmer and Weiss (Vol. 81, 2022) elucidate the key conditions under which misconduct becomes *normal* behavior exhibited by startups, grouped here in pairs: (1) performance strain and escalating commitment; (2) perverse incentives and flawed administrative systems; (3) skewed power structures and social influence; and (4) misaligned cultures and institutional factors. Adopting a more optimistic stance, Rindova, Martins, and Srinivas discuss how some orders of worth (OOW), albeit not usually market ones, can be aligned recursively driving the effects of entrepreneurship on the social world. discuss how an inspired order of worth (IOOW) can drive positive effects of entrepreneurship on the social world:

[...] for emancipatory entrepreneurs, the IOOW serves the larger purpose of altering the repressive economic, social, institutional, and cultural aspects of their environments. (Vol. 81, p. 118)

Returning to the reversed arrow metaphor, the emphasis upon ideology in the first set of papers can perhaps be viewed as the “scaffolding” on which the “targets” are mounted – or perhaps the “grounds” on which the “target practice” is being held. That scaffolding or grounding is strong in some places, yet weak in others.

The second volume (Volume 82) of papers examines the linkage between entrepreneurship and societal outcomes in a more direct, causal, or processual fashion. Entrepreneurial actors are argued to be central to entrepreneurial processes – as raised in the first volume by Eberhart, Barley, and Nelson as well as Caliskan and Lounsbury. The first paper of Volume 82 considers the unintended nature of entrepreneurship’s broader effects on entrepreneurs themselves. Hartmann, Spicer, and Krabbe argue that the business founders today have become “Veblen Entrepreneurs” who are “trapped in vicious recursive cycles of failure, escalating consumption, positive peer responses and distortion of market signals that make them persist in ventures that would have been best abandoned” (this volume, p. 27). Coles, Hiatt, and Sine utilize a quantitative approach to demonstrate how extant degrees of social inequality, as a form of moderating contextual factor, may influence the core entrepreneurial process of firm founding, magnifying the impact on subsequent social inequality in societies. Building on this point, and drawing inspiration from Bourdieu (1983), Ozkazanc-Pan argues that the entrepreneurial ecosystems in which entrepreneurial processes are initiated and play out should be considered as:

[...] contested communities of entrepreneurs, organizations and institutional actors. By rethinking entrepreneurial ecosystems in this manner, extant conversations around the difficulties faced by women, minority and immigrant entrepreneurs in regards to access to financial capital, mentoring or valuable networks are not individual challenges. Rather, they are problems of inequality, power and political contestation reflected in the domain of a highly social(ized) economic activity: entrepreneurship. (Vol. 82, p. 83)

Returning to the reversing the arrow metaphor, the entrepreneurial processes depicted in the final papers in this volume can be viewed as the “arrows” that are launched, with the various actors who release them (or at least write about them), viewed as the “archers.” The first paper is more qualitative and discursively focused, the second more quantitative and material practice focused, and the third, a theoretical exegesis, meaning each set of archers is quite different from the others in their approach. But all the papers in the second section share an interest in drawing attention to the overarching local milieu that surrounds and is constituted by contested actors who initiate entrepreneurial processes that reshape social, political, and economic outcomes in those systems.

The next papers focus on specific entrepreneurial phenomenon such as creating founding teams (Clough and Vissa) and entrepreneurship as social change (Berjani, Verdujin, and van Berg & Haugh and Doherty). Drawing on the behavioral theory of the firm, Clough and Vissa theorize the formation of startup teams, around competency and social (“chemistry”) factors, across the stages of activation, evaluation, approach, and reciprocation. The competence and social factors, combined with focal and potential co-founder aspirations, lead to the types of teams we can observe in startups. Standing back, one could argue that the two indices reflect the market and community logics embedded in neo-liberalism, and how teams reproduce such conditions. Berjani and colleagues examine the uncritical acceptance of entrepreneurship in practice, within industry and across nations. They argue that by moving to a more affirmative critique (critical theory) position, the true outlines of this phenomenon can be better understood, and perhaps some improvements be

made. Quoting Trinh T. Minh-ha, they state: “Rather than going for the new object of study, the new product to consume, one should work on new ways of seeing, of being, or of living the world” (Berjani et al., Vol. 82, p. 152). Unfortunately, they note that (un) learning, de-legitimation and forced exit as forms of dissolution seem to be necessary stops along the way. Similarly, Haugh and Doherty use qualitative analysis to induce the ways in which social entrepreneurship contributes to notions of a common good. This final set of papers, then, involves all three prior sets of elements – but attends to how the elements operate within a recognized, mainstream set of entrepreneurship topics (a specific domain), such as social entrepreneurship or tech team formation. Finally, Sorokin, Froumin, and Chernenko examine the role of higher education in promoting global “entrepreneurial culture”, with a focus on post-Soviet countries to explore the diffusions of entrepreneurialism in diverse national contexts. They find that entrepreneurial education is motivated by cultural factors in addition to the often-explicit technical factors. Returning to the reversing the arrow metaphor, the papers in this volume’s third section can be viewed as being about the nature of the “targets” that are “hit” by entrepreneurial processes. Intriguingly, some of these targets intentionally or unintentionally include the “archers” (i.e., entrepreneurs) themselves.

A Possible Model for Reversing the Arrow

In summary, the preceding depictions of the two volumes’ constituent papers suggest that the “reversing the arrow” metaphor is composed of three key sets of theoretical elements: micro-macro constructed ideology; actor-driven *in situ* processes; and, impacts on society and on those initiating processes. These elements can be recast using the following terminology consistent with an archery metaphor: the scaffolding and stadium; the various archers with their bows and arrows; and, the intended and unintended targets. The fourth set is about the interplay of these elements in a specific area of entrepreneurship; that is, about components at work in domains. As [Cornelissen \(2005\)](#) reminds us, metaphors also have content domains with specific features (components), which give the metaphor its texture, and detailing such theoretical components that accompany each of the three elements is critical for refining analogical reasoning ([Ketokivi, Mantere, & Cornelissen, 2017](#)). Arguably, one of the biggest content domains for ideology (i.e., the scaffolding and stadium) in the reversing the arrow approach is neo-liberalism (Bromley et al.; Caliskan & Lounsbury; Eberhardt, Barley, & Nelson; Vogel, Vol. 81). For actors and processes (i.e., archers and arrows), it seems to be entrepreneurial leadership (Bromley et al.; Clough & Vissa; Eberhardt, Barley, & Nelson). And with respect to impacts (i.e., targets), the components seem to be divided into the dark and the light: those, like social inequality and malfeasance, that are damaging to society and individuals (Ames; Coles et al.; Palmer & Weiss), versus those, like social entrepreneurship (Berjani et al.) and entrepreneurship as emancipation (Rindova et al.), that are at least intendedly beneficial.

We offer [Fig. 1](#) as a possible model for representing the metaphor’s elements, components, and their linkages. Most fundamentally, this model portrays the entrepreneur as an archer who fires an arrow from his/her bow through the

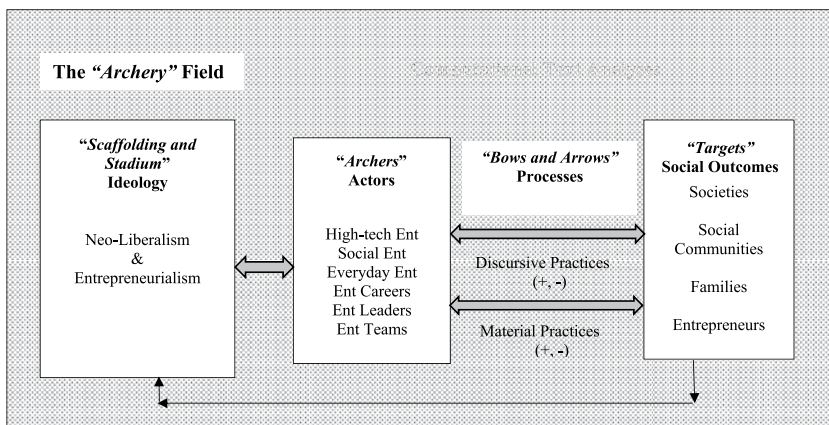


Fig. 1. An Integrative Theoretical Model of the “Reversing the Arrow” Metaphor for Future Entrepreneurship Research.

left-to-right process depicted in the figure. The model also suggests more nuanced interplay between the archery field, scaffold/stadium, archers, bows and arrows, and targets, as well as the possibility of feedback from various attempted shots at the target. As such, our depiction of the reversing the arrow metaphor might possess more subtle meaning, not only for those who are considering becoming archers, but also in terms of whether the arrow itself can or should be retracted and placed back in its quiver.

The next section on enhancing theory elaborates on some of these issues, particularly about the nature of entrepreneurship’s arrows and targets. The subsequent section on enhancing methods re-examines the nature of the archery stadium, describing new computational text approaches for capturing how latent structures beneath the depicted scaffolding of neo-liberalism may influence the reversed arrow process.

ENHANCING THEORY AROUND ENTREPRENEURSHIP’S BIVALENT EFFECTS

When developing our suggestions for future theory building, we focused upon two overarching questions that struck us as fundamental to the espoused “reversing the arrow” approach to entrepreneurship research: (1) What is the predominant valence of the “arrows” from entrepreneurship to societal outcomes? And (2) Which societal “targets,” above and beyond the much-espoused tripartite of economic growth, job creation and technological innovation, are predominantly impacted by entrepreneurial practice and/or ideology? Although many of the papers in the two volumes share an implicit or explicit focus upon these fundamental queries, their collective responses exhibit not only intriguing diversity but also important lacunae, both of which warrant additional attention. We elaborate these observations and inferences below.

On the Valence of the “Arrows”

With respect to the first overarching query, the responses articulated by the assembled scholars span the gamut, with some emphasizing the inherently positive (e.g., Berjani et al.; Haugh & Doherty), others pointing to the potentially negative (e.g., Ames; Palmer & Weiss), and yet another theorizing the likely contingent (Rindova et al.) valence of the “arrows” between entrepreneurship and societal outcomes. Indicative of *positive* portrayals, Berjani and colleagues offered a succinct summary of prior conceptual and empirical work that has argued for the potential of entrepreneurial endeavors, in general, to produce positive societal change, while Haugh and Doherty illustrated the various ways in which social enterprises can enhance the common good of the social and natural environments in which they are embedded. Representative of *negative* portrayals, Ames demonstrated how the pursuit of even socially oriented entrepreneurial endeavors can detract from the wellbeing of entrepreneurs and other constituents involved in such initiatives, whereas Palmer and Weiss provided vivid examples of how the various forms of misconduct enacted by prominent equity-funded start-ups in the high-tech sector hurt not only the firms’ founders but also numerous other societal actors. Finally, Rindova and colleagues can be interpreted as a potential means of reconciling these competing views, as their central thesis is that the extent to which a particular entrepreneurial venture realizes its latent emancipatory potential for creating beneficial social change is *contingent* upon the entrepreneur’s dominant order of worth (i.e., espoused perspective on the common good).

Inspired by the diverse way the authors of the above-noted papers have theorized the valence of the “arrows” connecting entrepreneurship to societal outcomes beyond the hegemonic emphasis upon economic growth, job creation, and technological innovation, we offer several interrelated suggestions for future researchers interested in furthering this important line of scholarly enquiry. Notably, our recommendations stem from our intuition that the effects of entrepreneurial practice and/or ideology of entrepreneurialism on such outcomes are unlikely to be invariably (or even predominantly) positive or negative, but instead *bivalent*; that is, possessing both a bright and “dark side” (Palmer & Weiss, Vol. 81, p. 129). As a starting point, we encourage future researchers to elucidate additional key contingency factors beyond that theorized by Rindova and colleagues. Other plausible considerations at the analytic level of the individual entrepreneur, for example, might include the founder’s degree of prosocial motivation (cf. Grant & Berry, 2011), compassion for others (cf. Miller, Grimes, McMullen, & Vogus, 2012), primary regulatory focus (cf. Brockner, Higgins, & Low, 2004), or perceived moral legitimacy of dominant arrangements and practices (cf., Cliff, Jennings, & Greenwood, 2006).

We also encourage future researchers to investigate potential contingencies at both the venture and societal levels of analysis. The venture-level provocation stems from the fact that several of the papers in the third grouping drew upon arguably atypical entrepreneurial ventures – specifically social enterprises (Ames; Berjani et al.; Haugh & Doherty) or technology-based startups (Ames; Palmer & Weiss) – to illustrate their arguments, rather than theorizing about the societal

impacts attributable to the much more numerous instances of what some refer to as “everyday” (Welter, Baker, Audretsch, & Gartner, 2017) or “ordinary entrepreneurship” (Aldrich & Ruef, 2018); that is, average startups that comprise the mundane bulk, rather than exotic tip, of entrepreneurial activity. Indeed, Palmer and Weiss not only explicitly acknowledged this limitation of their own work, but also implicitly called for future research attentive to “the broad spectrum of entrepreneurial activity” (Vol. 81, p. 151).

With respect to the elucidation of potential societal-level contingencies, a key aim of such an endeavor would be to illuminate contextual conditions at the community, industry, and/or country level that bolster versus thwart, respectively, the beneficial versus detrimental outcomes that can be attributed to entrepreneurial practice and/or an ideology of entrepreneurialism. As just one illustrative example, work in the women’s entrepreneurship literature points to a country’s level of socio-economic development as a plausible contextual contingency. This conjecture derives, more specifically, from empirical findings that reveal how the means and achievement of emancipatory ends through entrepreneurial activity differ strikingly for women in countries that differ dramatically on this dimension (compare, e.g., the results reported in Alkhaled, 2021; Jennings, Jennings, & Sharifian, 2016; Scott, Dolan, Johnston-Louis, Sugden, & Wu, 2012).

On the Nature of the “Targets”

Switching from the “arrows” to the “targets,” the papers appearing in this volume also exhibit considerable breadth (as well as some noteworthy omissions) with respect to their conceptualizations of the societal entities that are likely to be impacted by entrepreneurship. Some scholars theorized about broad *indicators of societal-level transformation*, expressing the potential impacts of entrepreneurship using rather general phrases such as “generat[ing] social and societal change” (Berjani et al., Vol. 82, p. 150), or “changing the system itself” (Rindova et al., Vol. 81, p. 103). The papers by Haugh and Doherty and Palmer and Weiss offer greater specificity, pointing to the *wellbeing of social communities or groups* in particular. More precisely, Haugh and Doherty specified “disadvantaged groups” (this volume, p. 97) and “the local community, local businesses, and producer communities” (this volume, p. 98) as potential beneficiaries of socially oriented entrepreneurial initiatives, whereas Palmer and Weiss identified employees, customers and insurers, potential and actual investors, technology users, strategic partners, healthcare organizations and patients, and, ultimately, taxpayers (due to expenses incurred by US Securities and Exchange Commission and Justice Department probes) as key entities harmed by the misconduct of certain equity-backed entrepreneurial ventures in the high-tech sector. Finally, Ames broadened the range of “targets” even further, highlighting the *physiological and psychological health of entrepreneurs* as another outcome of societal significance. This additional consideration aligns well with the increasing scholarly interest in entrepreneurial wellbeing (for a recent summary of such research see Wiklund, Nikolaev, Shir, Foo, & Bradley, 2019).

Despite the above-noted breadth of societal outcome “targets” identified in the collected papers, other possibilities are noticeably absent. One of these is *changes to previously institutionalized social practices*. We are referring here to practices such as the stereotyping and differential treatment of individuals based on their membership in certain social categories. While many such categories are undeniably important, we focus our discussion here upon institutionalized practices pertinent to gender and entrepreneurship, due to our greater familiarity with work at this intersection. As noted in reviews and critiques of this literature (e.g., [Ahl, 2006](#); [Calás, Smircich, & Bourne, 2009](#); [Hughes & Jennings, 2020](#); [Jennings & Brush, 2013](#); [Marlow, 2020](#)), a considerable volume of accumulated evidence has documented how women’s entrepreneurial activity is affected – primarily in a negative manner – by gender-based stereotypes, covert discrimination, labor market segregation, and normative prescriptions regarding the division of household labor (for specific illustrative studies see [Abraham, 2020](#); [Kanze, Huang, Conley, & Higgins, 2018](#); [Lee & Huang, 2018](#); [Malmström, Johansson, Wincent, 2017](#); [Strohmeier, Tonoyan, & Jennings, 2020](#)). Much less is known, however, about the extent to which female entrepreneurs are “reversing the arrow” in this regard. Has the growth in women’s entrepreneurship played any role in reducing the preceding set of gender-based institutionalized practices? Given that comprehensive answers to parallel queries for other predominant means of social categorization and marginalization are also unlikely to exist at this juncture, studies of this nature constitute fruitful avenues for future research.

Our final suggestion for scholars interested in furthering the “reversed arrow” mission pertains to another societal entity that was not explicitly addressed within the focal papers analyzed for this section of our commentary: potential *changes to family/household dynamics and outcomes*. This consideration is consistent with the “family embeddedness perspective” on entrepreneurship, initially articulated by [Aldrich and Cliff \(2003\)](#), which has been described as a “theoretical lens that treats ‘family’ as the core concept” ([Aldrich, Brumana, Campopiano, & Minola, 2021](#)). While a fundamental reversed-arrow query derived from this perspective has already been posed – that is, “Is entrepreneurship good for families?” ([Jennings, Breitreuz, & James, 2013](#)) – a comprehensive evidence-based answer to this societally important question does not yet exist. That being said, we are encouraged by the increasingly voiced calls within entrepreneurship’s sister field of family business for both: (1) greater attention to how the act of owning and operating a business enterprise impacts family systems and members (e.g., [Danes, 2014](#); [Dyer & Dyer, 2009](#); [Litz, Pearson, & Litchfield, 2012](#); [Yu, Lumpkin, Sorenson, & Brigham, 2012](#)); and (2) the mechanisms by which businesses and families are able to achieve mutually beneficial outcomes (e.g., [Nordstrom & Jennings, 2018](#); [Stafford, Duncan, Danes, & Winter, 1999](#); [Zellweger, 2014](#)). We therefore urge entrepreneurship scholars interested in “reversing the arrow” to keep an eye on relevant advances in the domain of family business.

ENHANCING METHOD USING COMPUTATIONAL TEXT ANALYSIS

Reversing the arrow is an important and timely critique of the phenomenon of entrepreneurialism. Instead of focusing on the embedded social actor leveraging