

Developing and Validating the Business Owner Preparedness Scale (BOP): A Tool for Enhancing Entrepreneurial Success

Jeffrey L. Hastings, ALM

Ivy Consulting Group, August 2022

Harvard University, Industrial and Organizational Psychology, USA

Abstract: *Entrepreneurship is crucial for economic growth, particularly in countries where poverty and unemployment are significant issues. Despite its significance, new business failure rates remain high, with environmental and psychological factors playing pivotal roles in determining success. In this study, data from a 14-year longitudinal study was collected, with the initial phase involving a 25-item self-report questionnaire and subsequent phases introducing a 12-item Business Owners Preparedness Scale. Through surveying independent contractors, we establish a significant causal relationship between partner support, business coaching, and overall performance. This paper details the tool's development, validation, and application, emphasizing its potential to guide selection decisions when recruiting for entrepreneurial opportunities such as franchising and business ownership.*

Keywords: entrepreneurship, franchise, small business, self-employment, insurance, assessment

1. Introduction

Entrepreneurship plays a vital role in the growth of the U.S. and world economy (Saiz-Alvarez et al., 2014). The most dynamic countries in the world are characterized by the quality and quantity of their entrepreneurship, especially when expansive fiscal policies are limited, consumption is reduced, and investment is reluctant (Coduras et al., 2015). However, according to the U.S. Bureau of Labor Statistics (BLS), approximately 30% of new businesses fail during the first two years of opening, 45% during the first five years, and 70% during the first ten years. Many environmental factors such as business climate, taxes, and competition, contribute to success (Pfeffer, 2017). Also, psychological factors like the ones measured by Begley & Boyd's Need for Achievement (1987), Lazear's Entrepreneurial Skills assessment (2004), and Duckworth's grit (2016) are commonly discussed and can drastically impact business results. However, factors outside of the business setting, such as personal relationships are infrequently measured but can drastically affect the overall success or failure of a startup venture.

This present study aims to propose a new instrument to measure the readiness for entrepreneurship. The importance of this psychometric tool to evaluate the potential for entrepreneurial success is multiple: first, the report generated will become an informative tool used by each participant to understand better the demands, creativity, and environment required to succeed in the new role; second, the tool will be used by recruiters to make more effective hiring decisions, and third; the instrument has the potential to significantly reduce the financial and emotional devastation caused when applicants are ill-prepared and fail after start up.

This report will provide detailed information summarizing a longitudinal study from data collected over a 14-year time period. In the first study, we asked people who had interviewed for the agency ownership position to provide updated information which allowed us to evaluate the effectiveness of the LIMRA Career Profile. Considered our

pilot study, we asked participants to complete a 25-item self-report questionnaire. After conducting an in-depth item analysis, we begin Study 2 by introducing a brief 2-factor 12-item Business Owners Preparedness Scale, which measures trait-level grit and support for starting a business. We present evidence for the scale's internal consistency, criterion validity with longitudinally predicted job performance, and convergent validity when correlated with the grit and social support constructs.

Statement of the Problem

One of the most significant advances in Industrial-Organizational Psychology can be attributed to recognizing the importance of personality variables in determining and explaining performance (Hough & Dilchert, 2010). There is a large array of literature on the subject and countless research studies have been conducted on entrepreneurship as well as tools developed to select and retain quality employees; however, there are very few psychological instruments that accurately predict if someone will succeed when starting a small business (Sahlman, 2018). In the insurance industry, the most common psychometric tool used to evaluate candidate potential is the LIMRA Career Profile.

2. Review of theoretical literature

The LIMRA Career Profile

According to their website, insurance companies have relied on the Life Insurance Marketing and Research Association (LIMRA) for over 100-years to provide relevant data to support growth through various marketing and hiring initiatives. Launching the Career Profile in 1974, LIMRA boasts the personality profile helps over 600 insurance companies hire top talent claiming high scorers had a 63 percent higher survival rate and earned 44 percent more in sales commissions than low scorers (LIMRA International, 2021).

Candidates who complete the LIMRA Career Profile receive

Volume 13 Issue 3, March 2024

Fully Refereed | Open Access | Double Blind Peer Reviewed Journal

www.ijsr.net

a score ranging from 1 – 19, with nineteen being a perfect score. LIMRA recommends that companies set a minimum hire score of thirteen (13). Once set, scores lower than this benchmark are reported as an "R" indicating it would be best to redirect the candidate to another career. While different insurance companies offer unique training models, financial compensation, and support, the questions and scoring models are standardized and cannot be changed. Over the years, countless Farmers Insurance district managers (responsible for administering the LIMRA profile) argued empirical evidence suggested the test did not accurately predict performance (test validity) and, in 2004, demanded the company discontinue its use.

Development of Hypothesis

Starting in June 1998 and ending in October 2013, we collected data from applicants with an entrepreneurial spirit who were interested in owning an insurance agency. This data included biographic details, dates each candidate completed or failed to complete each step in the application, licensing, and training process, as well as thirteen (13) attributes (or experiences) believed to be a factor contributing to entrepreneurial success. Additional measurable factors include relationship status, education, time in the community, identified niche market, past work experience, financial stability, and social support. All of these factors, including psychological, social, and economic variables, interact with the desire and possible outcome when deciding to start a new business.

Using empirical evidence and what we believed to be true through face validity, we created a self-report tool in 2006 requesting prospective insurance agents to report past performance, personality type preferences, attitudes, and beliefs (See Appendix A – Original Preparedness Questionnaire). Referred to as the Agency Owner Profile, the instrument was not used as a selection tool, but rather to identify potential obstacles prompting further discussion between the applicant and recruiter. Furthermore, the data collected was accumulated with the intent to 1) prove the LIMRA Profile being used as a barrier to entry lacked statistical validity and 2) to later build a more valid and reliable psychometric test.

After reporting our findings in 2010, it was determined that LIMRA administered test-retest validity by asking companies to rank the current agency force and return specific performance criteria without indication which were highly productive and which were not. If the test could accurately distinguish top producers from the rest, they insisted the test to be valid. What LIMRA failed to recognize and include in the sample population is data gathered from agency owners who failed and were no longer part of the agency group. In other words, the entire sample population was drawn from agents who were deemed successful and still in business. Due to this colossal oversight, the predictive ability of the LIMRA Career Profile was shown to be ineffective, and Farmers Insurance Group (the 2nd largest property and casualty insurer in the United States and at the time, the largest client of LIMRA International) discontinued the use of the psychometric test in 2011. No replacement has been identified.

Hypothesis: Based on empirical evidence and data collected from our longitudinal study, we firmly believe that while the LIMRA Career Profile offers beneficial properties, it fails to consider several important factors when testing new applicants, including belief in the products sold, attitude, perseverance, and a supportive home environment. More specifically, while it may not be required to have a partner to become a successful business owner, a partner who does not share in an entrepreneurial dream is believed to be a significant reason why 50% of businesses fail within the first 5 years.

3. Study 1

Study 1 is considered our pilot study where we used 15-years of data collected while tracking applicants through various phases of their careers. To begin our study, in October 2021 we created an online questionnaire and requested that applicants who had interviewed during that time frame to provide additional information concerning their performance. Assessment techniques included interview records, observation, rating scales, classification methods, environmental conditions, self-reporting, and performance-based assessment.

Method

Constructs in psychology are not directly observable (Kline, 2009; Milfont & Fisher, 2010). Thus, developers must define a general philosophical foundation to connect the construct to observable traits or behaviors (Price, 2017). A single definition for preparedness is essential for measuring the factors contributing to a business owner's success. Therefore, for this paper, we adopt the following definition of preparedness for business ownership:

The preparedness of business ownership of individuals is defined as the confluence of a set of characteristics (or traits), experiences, and environmental conditions that distinguish individuals in such a way that using their grit and support from others will give them the highest likelihood for entrepreneurial success.

It is important to note that for the company for which this instrument was designed, success is broadly defined as still in business after 24-months.

Procedure

During the early stage of the study, we began by generating a pool of twenty-five (25) items to create the construct of preparedness (See Appendix D1 – Initial BOP Inventory). Factor analysis was conducted using a dichotomous variable to examine each documented characteristic's individual effects on agent success (1 = yes and 0 = no). We included items from existing scales measuring social support (e.g., "There is a special person who is around when I am in need", "I get the emotional help and support I need from my family"), and grit (e.g., "Setbacks don't discourage me", "I am diligent"). Items were rated on a 5-point Likert scale from (1) not at all like me, to (5) very much like me.

Participants

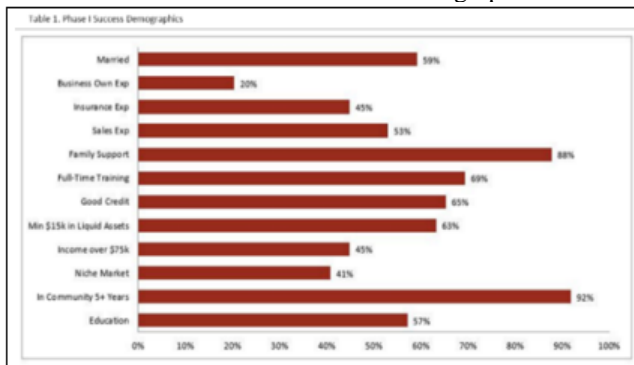
Of the 1,854 applicants who were interviewed, 159 responded (71% men, 29% women, mean age 45) to our request to take

part in our October 2021 pilot study. Additional demographic data and our rating scale can be found in Appendix E – Study 1: Participant Demographics.

Discussion

In the sample, 52.8% (83 of 159) of the applicants who were approved to start training opened an agency; however, 44.4% (36 of 83) were no longer in business after 24 months. Contrary to prior corporate beliefs and measurements used as a barrier to entry in the agency owner program, it was not education, credit history, or prior occupation that predicted new agent success. As shown in Table 1, of the factors measured, the length of time in their current community and family support appeared to be the most significant factors contributing to the owner's achievement.

Table 1: Phase I Success Demographics



Limitations

The data was collected in our longitudinal study, in an informal setting without following a strictly scientific approach or statistical methods. Thus, reliability, validity, and cross-cultural issues have not formally been measured and are lacking. However, despite this obvious drawback, such instruments can be a practical addition to the assessment process and supply valuable information when assessing the individual (Neukrug & Fawcett, 2015).

4. Study 2

Method

In Study 2, we build upon the knowledge gained during our pilot study using a more methodical approach to psychometric test construction.

Procedure

Using the website set up in October 2021 for our pilot study (<https://self-help.org>), we narrowed our questionnaire to 12-items and invited current and previous insurance agency owners to help validate the Business Owner Preparedness Scale. Participants were not offered compensation for completing a survey; however, they were given the opportunity to receive research results upon completion. After confirmed consent had been obtained, we asked each volunteer to indicate their current age, level of education, ethnicity, gender identification, relationship status, work status, business ownership experience, current occupation, and current level of achievement. Due to time constraints, on December 4, 2021, we stopped recording submissions.

Participants

Fifty participants aged 31 to 67 (N=50, 60% male, 30% female, mean age 49), who either own an insurance agency or have done so in the past, submitted surveys. All participants completed the two complementary 12-item scales for Grit and Social Support to confirm convergent scale validity, as well as the proposed 12-item Business Owner Preparedness Scale.

Tasks and Measures: Development of the Business Owners Preparedness Scale (BOP)

The proposed tool should aspire to measure the degree in which the set of personal attitudes, behaviors, and environment in which high-achieving self-employed insurance agency owners worked after opening a business. Based on the information collected during our pilot study, reasoning suggests that support from a significant other and perseverance are essential ingredients to run a successful small business. To test our hypotheses, we reviewed several published self-report measures but failed to find any that measured our specific criteria. The only stand-alone instruments that seemed to match were the 12-Item Grit Scale (Duckworth et al., 2007) and the Multidimensional Scale of Perceived Social Support (Zimet et al., 1988).

The 12-Item Grit Scale

Angela Duckworth is a professor of psychology at the University of Pennsylvania, where she studies two traits, that predict achievement: grit and self-control. She defines grit as perseverance and passion for long-term goals. She entails working strenuously toward challenges, maintaining effort and interest over the years despite failure, adversity, and plateaus in progress (Duckworth, et al., 2007). According to the researchers, when it comes to the predictive validities of grit to high achievement, gritty students outperformed their less gritty peers ($r = .25, p < .01$).

The Multidimensional Scale of Perceived Social Support

The Multidimensional Scale of Perceived Social Support (MSPSS) is a self-report inventory addressing different levels of support from family, friends, and significant others (Zimet et al., 1988). Subjects included 136 female and 139 male university undergraduates ranging in age from 17 to 22 years of age ($M = 18.6, S.D. = .88$). The MSPSS scale was constructed with 12-items (See Appendix C – Social Support Scale) addressing relationships with family, friends, and significant others. Since the original 5-point Linkert-type scale did not directly address perceived social support, a 7-point scale ranging from (1) very strongly disagree, to (7) very strongly agree to increase response variability and minimize the ceiling effect.

Three subscales, each addressing a different source of support, were identified and found to have strong factorial validity: (a) Family, (b) Friends, and (c) Significant Other. In addition, the research demonstrated that the MSPSS has good internal and test-retest reliability and construct validity. As predicted, the MSPSS shows that high levels of perceived social support were associated with low levels of depression and anxiety symptomology as measured by the Hopkins Checklist. Gender differences with respect to the MSPSS are also presented.

5. Results

The resulting 12-item BOP Scale demonstrated high internal consistency ($\alpha = .84$) for the overall scale and as expected, showed significant correlation to Perceived Social Support ($r = 0.39$, $N = 50$, $p < .05$). However, grit was not as highly correlated, reflecting only 26% of those who scored high in preparedness were also high in grit ($r = .14$, $N = 50$, ns). In subsequent analyses, all factors together were more predictive than all three alone or the combination of any two. Therefore, we used total scores from the modified 12-item scale as our measure of business owner preparedness.

Complementing the previously identified definition of preparedness, the theoretical framework built around this concept at the first stage of this research led to the following conclusion regarding the environmental factors contributing to the outcome of business owner preparedness:

While not a prerequisite for success, the preparedness for business ownership can be drastically reduced when the owner is not supported by a significant other, which must be considered in the theoretical framework to develop a tool for measuring preparedness for business ownership.

More specifically, when the new business owner is female, for those in a significant relationship who reported a problem with support from a significant other, 94% were not in business within 24 months of startup (18 of 19). Comments from several of the participants indicated while many males in the industry are able to invest a large amount of time in the business, many women with children at home are also expected to maintain the household. Two reported their male partner's issue with the couple's failure to maintain traditional gender roles.

Individual differences in preparedness accounted for significant incremental variance in success outcomes over those explained by the LIMRA Success Profile, to which it was not positively related. These findings are unsurprising considering the data collected in Study 1 was a 15-year longitudinal study that provided a reflective look at individuals throughout their careers. However, it is essential to note that although there is some overlap in the subscales, the factor analysis demonstrates the correlation between the three different dimensions.

Item Analysis

Preparedness accounted for more variance in self-employed business owner success outcomes than commonly observed for both the 12-Item Grit Scale and Perceived Social Support Scale. Squaring the correlation coefficient results in the coefficient of determination ($R^2 = .679$), or shared variance between two variables (Neukrug & Fawcett, 2015).

Study 2 found that, on average, business owners who were prepared were supported by friends and family, had a track record of success, and quickly committed full-time commitment with coaching to help them transition to their new careers. There were no significant variations to report in age, gender, or ethnicity; however, 78% (7 of 9) of the candidates approved on exception (lacking the required 4-year degree) were non-white and 86% of them (6 of 7)

developed very successful businesses. Further, the evidence did not provide a point to signify distractions, and there is no reason to believe that the proposed instrument discriminates against protected classes.

Test Worthiness

Neukrug and Fawcett (2015) define test worthiness as an involved, objective analysis of a test. To conduct an analysis, it is crucial to understand how the correlation coefficient is used to analyze the four factors of worthiness: (i) reliability, (ii) validity, (i) cross-cultural fairness, and (iv) practicality.

Reliability

Test reliability is defined as "the degree to which test scores are free from errors of measurement" (AERA, APA, & NCME, 2016). After the pilot study had been completed, we considered item correlations, internal reliability coefficients, redundancy, and clearness to eliminate 13 items. We conducted an exploratory factor analysis on the remaining 12 items (See Appendix D2: 12-Item Business Owner Preparedness Scale) on half of the observations chosen at random ($n = 25$) which appear to be valid, precise, and engaging. After retaining items with loadings of at least .45, yielded internally consistent factors that made sense, and best approximated a simple structure, the factors closely identify what we intend to measure within our construct.

Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. After excluding 13 items from the subscale, the resulting 12-item BOP scale displayed acceptable internal consistency, with alphas ranging from .51 to .92. See Table 2 for the twelve retained items and corrected item-total correlations with each item's respective factor.

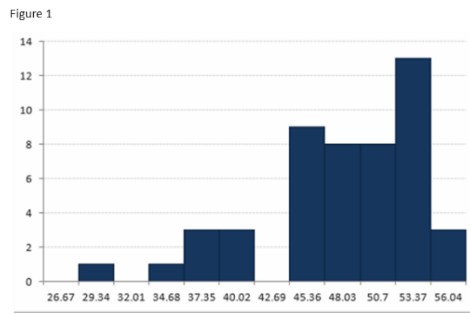
Table 2: Common Factor Analysis of Business Owner Preparedness Scale

2-Factor and BOP Scale Item	<i>M</i>	<i>SD</i>	<i>a</i>
Grit			
I am diligent. I never give up.	4.48	0.75	0.54
I am a competitive person.	4.18	1.05	0.82
I finish whatever I begin.	4.2	0.72	0.51
I routinely overcome setbacks to conquer an important challenge.	3.44	0.54	0.47
I often stay late to get the job done.	4.3	0.85	0.72
Social Support			
I am someone that friends come to when they are in need of help.	4.2	0.85	0.82
My significant other is excited about my decision to own a business	3.72	2.68	0.74
I can count on my friends when things go wrong.	2.96	0.85	0.51
There is a special person who is around when I am in need.	3.04	0.8	0.54
I often seek advice from others who have been successful.	3.46	0.83	0.62
The closest people in my life believe this is NOT the right career for me.*	3.32	2.72	0.92

*Item was reverse scored.

A review of the descriptive results suggested the cumulative scores on the BOP scale were skewed to the right ($S.E. = -1.34$) and excess kurtosis was 1.67 (see Figure 1). There was an outlier; however, removal of the score did not alter the

skewness of the data.



Unfortunately, due to time constraints, we were not able to confirm test-retest reliability. As an alternative, understanding that our item pool was significantly less than recommended to generate valid results, we attempted to use the split-half reliability method to measure the consistency of scores. In doing so, we calculated the answers to the even questions ($M = 23.9, SD = 4.04$) and compared the results to the odd questions ($M = 23.77, SD = 4.22$) to get the Pearson Correlation Coefficient of 0.824 (See Appendix G – Split Half Reliability Table). This is a strong positive correlation, which indicates test items are focused on the construct being measured.

Validity

Validity is the degree to which all of the accumulated evidence supports the intended interpretation of test scores for the intended purpose (Neukrug & Fawcett, 2015). One of the hypotheses underlying the development of this instrument was that failure to gain significant other support would negatively relate to agency owner preparedness. Support for this prediction was evidenced by correlations between the BOP scale and the MSPSS subscales. As predicted, the lack of significant other support was significantly inversely related to business owner success showing 83% of participants approved to become an agent failed to achieve success on the program ($r = -.83, p < .05$). When separating out female participants who were involved with an unsupportive significant other, the results were even more substantiated reflecting the failure rate to be 94% ($r = -.94, p < .001$).

Convergent validity can help provide evidence that our test is valid and can be demonstrated when there is a correlation between our proposed construct and other existing measures of a similar nature (Neukrug & Fawcett, 2015). Therefore, we asked participants to complete the grit and social support scales in conjunction with the Business Owner Preparedness questionnaire.

As can be seen in Table 3a, we find the shared correlation between Business Owner Preparedness ($M = 46.48, SD = 6.83$) and Perceived Social Support ($M = 47.67, SD = 7.45$) is significant at the .05 level ($p = .019$). Internal consistency (Cronbach's alpha) is also presented.

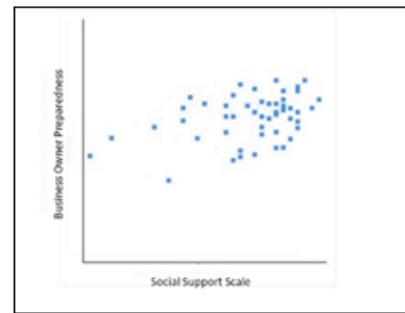


Table 3(a): Item Analysis for BOP and MPSS

	M	SD	α	r
BOP total Scale	46.48	6.83	.84	
MPSS total Scale	47.67	7.45	.62	
Combined				0.3944

$R^2 = 0.1556, \rho = .019053, \rho < .05$

However, in Table 3b, the shared correlation between Business Owner Preparedness ($M = 46.48, SD = 6.83$) and Grit ($M = 43.57, SD = 3.62$) was not found to be significant ($p = .324$).

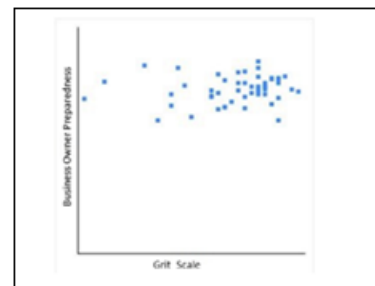


Table 3(b): Item Analysis for BOP and Grit

	M	SD	α	r
BOP total Scale	46.48	6.83	.84	
Grit total Scale	43.57	3.62	.32	
Combined				0.1424

$R^2 = 0.0203, \rho = .324$ not significant at .05

Cross-Cultural Fairness

For a psychometric test to be fair, the result should be a true reflection of the individual, and not a function of cultural bias inherent in a test or in the examiner. Although not specifically measured during our initial research, it is critical understand that such issues do exist, and one of the greatest challenges today is understanding why they exist and developing ways to eliminate such differences (Hartman et al., 2014).

Practicality

Practicality refers to whether it makes sense to use a test in a particular situation. The low cost and short time frame to administer this exam makes the BOP scale very practical. In addition, the adaptability of the questions, candidate score report, and ease of interpretation can help administrators become experts with little training.

Standardization

A questionnaire (also called a test or a scale) is defined as a set of items designed to measure one or more underlying constructs, also called latent variables (Fabrigar & Ebel-Lam, 2007). In other words, the questionnaire is a set of objective and self-report questions whose responses are then summed

up to yield a standardized score. While the Grit and Business Owner Profile were both measured on a 5-point scale with a maximum score of 60, we had to use a z-score normalization to standardize the LIMRA scale, which had a mean of 13 and a standard deviation of 3 (see Table 4 below).

Table 4

Potential		
LMRA Score		Adjusted
0- 3	Extremely Low	0-19
4- 6	Very Low	20- 29
7- 9	Low	30- 39
10- 12	Below Average	40- 44
13- 14	Average	45- 49
15- 17	High	50- 54
18- 19	Extreme High	55- 60

6. Discussion

In this research investigation, we developed and validated the Business Owner Preparedness Scale questionnaire, a more effective measurement and predictor of business owner success than comparable psychological assessments today. Confirmatory factor analyses supported a two-factor structure showed adequate internal consistency, and were intercorrelated, $r = .39$, $N = 50$, $p < .05$.

Original purpose. Our findings illustrate how a successful business background before opening a business was a superior predictor of success. In contrast, lack of significant other support (inversely) was a better predictor of failure, especially for female business owners. Differential associations with predicted outcomes provided evidence that these factors were distinct. Further, we were successful in dissolving the perception that common barriers to entry (i.e., education level and good credit history), which were thought to predict potential success, had minimal predictive validity.

Concerning the lower-than-expected grit correlation ($a = .26$), there may be a reason to increase response variability in future studies, which provides a more specific measurement of success. Similarly, when analyzing grit, the researchers reported an unexpected negative correlation between those with very high intelligence, hypothesizing the extremely bright may not have to try as hard to become successful (Duckworth et al., 2007). When it comes to preparedness, perhaps those who have high levels of social support understand the importance of maintaining a healthy lifestyle which can also contribute to success. The details are unclear, and the topic should be considered for future research.

Implications

Our research findings suggest there is much work to be done to understand what it takes to become a successful small business owner. When taking a deep dive into the traits, characteristics, and experience of over 1,800 applicants, it is clear there is no ideal profile. Successful business owners can be male or female, young or old, privileged or disadvantaged, introverted or extroverted, analytical or creative, cautious or daring. Using any type of psychometric test as a barrier to entry is not only morally and ethically wrong, but it could also be costing employers huge profits with lost opportunities.

Limitations

We acknowledge several limitations of this research investigation. First, in Study 2, an exponential number of participants who responded were successful business owners in the insurance industry. Less than 10% of the respondents admitted to failure and volunteered reasons why the failure had occurred.

Another limitation to be considered is our failure to establish an unambiguous and concise definition of success before collecting respondent results. Success can mean different things to different people, and many insurance carriers simply define success as the continuation of agency owners to operate after a specific time. Because of the vague definition, we could not identify the primary reason why those with high levels of social support can be successful regardless of grit.

Third, cross-cultural differences have not been measured, which can significantly impact the reliability and validity of the scale. For instance, consideration must be given to business owners when some cultures expect men to work and women to take care of children.

Fourth, this psychometric tool was created specifically for the Farmers Insurance Group of Companies, when newly appointed agents were trained by experienced district managers (business coaches). The test's predictive validity may be affected for business models that offer employee contracts, guaranteed income, or fail to provide professional coaching at startup.

Finally, systemic biases that have been known to exist in corporate hiring practices and employment tests were not evaluated and should be considered in future studies.

Precautions

The Business Owner Preparedness Scale (BOP) was created specifically for the Farmers Insurance Group of Companies to help identify candidates that possess the traits, attributes, and skill set of top performers in the insurance industry. The BOP should not be used as a stand-alone selection instrument; instead, administrators should use the profile as a tool to dive deeper into discussions to make certain the applicant is a good fit for the position in which the candidate is applying.

Directions for Future Research

Future research should address the limitations identified above. In addition, test-retest reliability studies should be conducted to ensure that repeated tests generate the same result.

An important conceptual question that should be addressed in future research concerns the domain specificity of grit. The question revolves around the importance of working harder or smarter. Also, does grit change over time, or is it relatively stable over a lifetime? How do burnout and well-being affect grit?

Very little research has been conducted to measure the effect social support factors have on entrepreneurial success. However, the identification of factors that influence business

owner preparedness and success is just the start. More important research may be considered which helps someone overcome such barriers to becoming a successful entrepreneur. For instance, it is essential to understand how difficult it will be for female business owners to become successful when in a relationship with an unsupportive partner. Further research could investigate how people who find themselves in this situation can identify ways to improve partner support.

References

- [1] AERA, APA, & NCME (2016). The Standards for Educational and Psychological Testing. Washington: AERA Publications Sales, Vol. 7. No. 6, p. 180.
- [2] Bhide, A., (1994, reprint 2020). *How Entrepreneurs Craft Strategies That Work*. Harvard Business Review, Cambridge, MA.
- [3] Coduras, A., Saiz-Alvarez, J.M., & Ruiz, J. (2015). *Measuring readiness for entrepreneurship: An informal information tool proposal*. Journal of Innovation & Knowledge.
- [4] Duckworth, A., Peterson, C., Matthews, M., Kelly, D., (2007). *Grit, Perseverance and Passion for Long-Term Goals*. Journal of Personality and Social Psychology, Vol. 92. No. 6, 1087 – 1101.
- [5] Duckworth, Angela. 2016. *Grit: The Power of Passion and Perseverance*. New York, NY: Scribner.
- [6] Fabrigar, L. R., & Ebel-Lam, A. (2007). Questionnaires. In N. J. Salkind (Ed.), *Encyclopedia of Measurement and Statistics* (pp. 808-812). Thousand Oaks, CA: Sage.
- [7] Hough, L., & Dilchert, S. (2010). Personality: Its measurement and validity for employee selection. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection* (pp. 299–319). Routledge/Taylor & Francis Group.
- [8] Kline, R. B. (2009). *Becoming a Behavioral Science Researcher: A Guide to Producing Research That Matters*. New York: Guilford Publications.
- [9] Milfont, T. L., & Fischer, R. (2010). Testing Measurement Invariance across Groups: Applications in Cross-Cultural Research. *International Journal of Psychological Research*, 3, 111-121. <https://doi.org/10.21500/20112084.857>
- [10] Neukrug, E., & Fawcett, R. C. (2015). *The essentials of testing and assessment: A practical guide for counselors, social workers, and psychologists*. Australia: Thomson/Brooks/Cole.
- [11] Pfeffer, J. (2017). *Building Sustainable Organizations: The Human Factor*. Academy of Management Perspectives, Vol. 24, No.1. <https://doi.org/10.5465/amp.24.1.34>
- [12] Price, L. R. (2017). *Psychometric Methods: Theory into Practice*. New York: The Guilford Press
- [13] Saiz-Álvarez, J. M., Cuervo-Arango, C., & Coduras, A. (2013). *Entrepreneurial strategy, innovation and cognitive capabilities. What role for intuitive SMEs?* Journal of Small Business Strategy, 21(2), 25–35.
- [14] United States Bureau of Labor Statistics (2020), *Business Employment and the U.S. Economy*. <https://www.bls.gov/bdm/entrepreneurship/entrepreneurship.htm>
- [15] Zimet, G.D., Dahlem, N.W., Zimet, S.G., Farley, G.K.

(1988). The Multidimensional Scale of Perceived Social Support. *Journal of Personality Assessment*, 52(1), 30-41. https://doi.org/10.1207/s15327752jpa5201_2

Appendix A – Original Preparedness Questionnaire

Background Information

- 1) How long have you lived in your community?
- 2) Are you bilingual?
- 3) Highest level of education.
- 4) Which positions are of interest to you?

Work History

- 5) How many companies have you worked for over the past 10-years?
- 6) How long at your current job?
- 7) Job type.
- 8) Concerning my current position (Linkert Scale on satisfaction).
- 9) Provide more details about current position and why leaving.

Experience History and Belief in Insurance

- 10) How long have you considered owning an insurance agency?
- 11) Four questions about insurance experience.
- 12) Four questions about marketing experience.
- 13) Four questions about business owner experience.
- 14) If accepted to enter the agent mentor or training program, are you prepared to train full-time or part-time?
- 15) Do you currently use an insurance agent or purchase through a direct channel?
- 16) Six questions about type of insurance purchased.
- 17) Concerning insurance agents today (drop down menu on belief in position).
- 18) What do you like about your current insurance agent?
- 19) What do you wish your current (or past) insurance agent would do better?
- 20) If approved for the position, how will you be different from other agency owners?

Personality Scale and Interests

- 21) I am a highly motivated self-starter.
- 22) I have a strong desire to lead other people.
- 23) People describe me as a planner who does not like to take risks.
- 24) I am detailed oriented.
- 25) I have a clear picture of where I want to be professionally in 5-years.
- 26) I find uncertainty difficult to deal with.
- 27) I prefer to work with a set salary as opposed to commission only.
- 28) I excel at everything I do.
- 29) Important people in my life support my career choices.
- 30) I love to help other people.
- 31) Small details are very important and cannot be overlooked.
- 32) To become a top sales professional, one must occasionally bend the rules to get things done.
- 33) Most would say I am a well-balanced person.
- 34) When it comes to conflict resolution, I am effective at helping people solve their differences.

- 35) I feel confident in my ability to run a highly successful small business.
- 36) Which books have you read? [honesty question]
- 37) Which magazines have you subscribed to (ever)? [honesty question]
- 38) Total number of Facebook friends. [support, marketing, honesty]
- 39) Total number of LinkedIn connections. [support, marketing, honesty]
- 40) I have extensive management experience.
- 41) People often ask me for help or my opinion.
- 42) I inspire others to achieve their goals.
- 43) I have extensive sales experience.
- 44) I have held commission type positions for most of my professional career.
- 45) I have been recognized and/or awarded for achieving excellence in my professional career.
- 46) When it comes to sales, I will succeed at any cost.
- 47) I have a difficult time delegating work because I realize that I can do the job better than someone else.
- 48) I often work late to get the job done.
- 49) I use a detailed Daily Task List to prioritize my daily activities.
- 50) I do my best work when under pressure.
- 51) I have difficulty facing rejection.
- 52) Relationship status
- 53) Age group
- 54) What does your spouse or significant other think about you entering this business?
- 55) Since you are considering going into business for yourself, how long could you make it financially without income?
- 56) Are you going to continue working in your current position while you train for your new career?
- 57) How much travel does your current job require?
- 58) Do you utilize a budget for expenses?
- 59) How organized is your accounting system?
- 60) When it comes to performance at work, what type of reward system is most motivating to you? [drag and drop options]
- 61) What is the most important service or offering your company can provide for you as a business owner? [drag and drop options]
- 62) Additional boxes to include website, business Facebook page and LinkedIn profile URL.
- 63) Why do you believe you would be successful in this career? [open box]
- 64) What is your biggest concern about this position? [open box]
- 65) What questions can we answer for you? [open box]
- 8) I have difficulty maintaining my focus on projects that make more than a few months to complete.
- 9) I finish whatever I begin.
- 10) I have achieved a goal that took years of work.
- 11) I become interested in new pursuits every few months.
- 12) I am diligent.

Appendix C – Social Support Scale

- 1) There is a special person who is around when I am in need.
- 2) There is a special person with whom I can share my joys and sorrows.
- 3) My family really tries to help me.
- 4) I get the emotional help and support I need from my family.
- 5) I have a special person who is a real source of comfort to me.
- 6) My friends really try to help me.
- 7) I can count on my friends when things go wrong.
- 8) I can talk about my problems with my family.
- 9) I have friends with whom I can share my joys and sorrows.
- 10) There is a special person in my life who cares about my feelings.
- 11) My significant other is excited about my decision to own a business.
- 12) I can talk about my problems with my friends.

Appendix D1 – Initial BOP Inventory

- 1) Owning a business is something that I've always wanted to do.
- 2) I am diligent. I never give up.
- 3) It is extremely important to me to find a career that allows me to help other people.
- 4) My biggest reason for changing to a new career is the income opportunity.
- 5) If I do not make a career change now, I am happy with my current career.
- 6) I have a friend or family member who will help me become successful in my new career.
- 7) I am a competitive person.
- 8) I am concerned with the financial risk that comes with business ownership.
- 9) I am someone that friends come to when they are in need of help.
- 10) I often stay late at work to get the job done.
- 11) My significant other is excited about my decision to own a business.
- 12) I am detailed oriented and when things don't go according to plan, I get frustrated.
- 13) I can count on my friends when things go wrong.
- 14) I am excited about being or becoming a self-employed business owner.
- 15) I prefer a career that allows me to have flexibility in my schedule so I can have balance in my life.
- 16) There is a special person who is around when I am in need.
- 17) My interests change from year to year.
- 18) I see the big picture and rarely get caught up in the details.
- 19) I often seek advice from others who have been successful.

Appendix B – 12 Item Grit Scale

- 1) I have overcome setbacks to conquer an important challenge.
- 2) New ideas and projects sometimes distract me from previous ones.
- 3) My interests change from year to year.
- 4) Setbacks don't discourage me.
- 5) I have been obsessed with a certain idea or project for a short time but later lost interest.
- 6) I am a hard worker.
- 7) I often set a goal but later choose to pursue a different one.

- 20) I finish whatever I begin.
- 21) I have a documented business plan and/or marketing strategy.
- 22) The closest people in my life are concerned that owning a small business is the right career for me.
- 23) I have overcome setbacks to conquer an important challenge.
- 24) I have the financial resources to help me early on during business startup.
- 25) I am certain that owning a business is the right career for me and my family.
- 3) I am concerned with the financial risk that comes with business ownership.
- 4) I am someone that friends come to when they are in need of help.
- 5) I often stay late at work to get the job done.
- 6) My significant other is excited about my decision to own a business.
- 7) I can count on my friends when things go wrong.
- 8) There is a special person who is around when I am in need.
- 9) I often seek advice from others who have been successful.

Appendix D2 – 12-Item Business Owner Preparedness Scale

- 1) I am diligent. I never give up.
- 2) I am a competitive person.
- 10) I finish whatever I begin.
- 11) The closest people in my life are concerned that owning a small business is the right career for me.
- 12) I routinely overcome setbacks to conquer an important challenge.

Appendix E – Study 1: Participant Demographics

	Name	G	R	ES	SS	LS	SBS	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1		1	1			4.5	5	0	1	1	1	1	1	0	1	1	1	1	1	1	2
2		1	1			5	5	1	0	1	1	1	1	1	1	1	1	1	1	1	6
3		1	1			4	5	0	0	1	1	1	1	1	1	1	0	0	1	6	
4		0	1			3	5	1	0	1	0	1	1	1	1	0	0	0	1	3	
5		1	1			3.5	5	0	1	1	1	1	1	0	1	1	1	1	1	4	
6		1	0			3	5	0	0	1	1	1	1	0	1	1	1	1	0	6	
7		1	1			3.5	5	1	0	1	0	1	1	1	1	1	1	0	1	6	
8		1	1			5	5	1	1	1	1	1	1	0	1	1	1	1	0	4	
9		1	1			5	5	0	1	0	1	1	1	1	1	1	1	0	1	4	
10		1	1			5	5	1	0	1	1	1	1	1	1	1	0	0	1	6	
11		1	1			4.5	5	0	1	1	1	0	1	1	1	1	1	0	1	4	
12		0	0			4	5	1	0	1	1	1	1	1	1	0	0	0	1	3	
13		1	1			5	5	1	0	0	1	1	1	1	1	1	1	1	1	6	
14		1	1			4.5	5	0	0	1	1	1	1	0	1	1	1	0	1	6	
15		1	1			2.5	5	1	0	0	1	1	1	1	1	1	1	1	1	6	
16		1	1			3.5	5	1	0	1	0	1	1	1	1	1	1	0	0	6	
17		1	1			5	5	0	0	1	0	1	1	1	1	1	1	0	0	6	
18		1	1			4.5	5	1	1	1	1	1	1	1	0	1	1	0	1	2	
19		1	1			4.5	5	0	1	1	1	1	0	0	1	1	1	0	0	4	
20		1	1			5	5	1	0	1	0	1	1	0	1	0	0	0	1	6	
21		1	1			4.5	5	1	1	1	1	1	1	1	1	1	1	1	1	4	
22		1	1			4.5	5	1	1	1	1	1	1	1	1	1	1	1	1	2	
23		1	1			5	5	1	0	1	1	1	1	1	1	1	1	0	1	6	
24		0	0			4	4.5	1	0	1	1	1	1	1	1	1	0	0	1	3	
25		1	1			4.5	4.5	1	0	1	1	1	1	1	1	1	1	0	1	6	
26		1	1			5	4.5	1	0	1	1	1	1	1	1	1	1	0	1	3	
27		1	1			5	4.5	0	1	1	1	1	1	0	1	1	1	1	1	4	
28		0	0			3.5	4.5	0	1	1	1	0	0	0	1	1	1	1	0	4	
29		1	1			3	4.5	1	1	0	1	1	1	1	1	1	0	0	1	4	
30		0	1			2	4.5	0	1	1	1	1	0	1	1	1	1	0	1	4	
31		1	1			3.5	4.5	1	0	1	0	1	1	1	1	1	1	1	0	6	
32		1	0			3	4.5	1	0	1	1	1	1	0	1	1	1	0	1	3	
33		1	0			5	4.5	1	1	1	1	1	0	1	1	1	1	0	1	4	
34		0	1			2	4.5	0	1	1	1	0	1	1	1	1	0	0	1	2	
35		1	1			3	4.5	1	1	1	1	1	1	1	1	1	1	0	1	3	
36		1	1			4.5	4.5	1	0	1	1	1	1	1	1	1	1	1	1	6	
37		1	1			3.5	4.5	1	0	1	1	0	0	1	1	1	1	0	0	3	
38		1	1			4	4	1	1	1	1	1	1	1	1	1	1	1	1	2	
39		1	0			3.5	4	0	1	1	1	1	1	0	1	1	1	1	1	2	
40		1	1			3	4	1	0	1	1	1	0	1	1	1	1	0	0	6	
41		0	0			3	4	0	0	1	1	1	0	0	1	1	1	1	1	4	
42		0	1			2	4	0	1	1	1	1	0	1	1	1	1	1	0	4	
43		1	1			3	4	1	1	1	1	1	1	1	1	1	1	1	0	4	
44		1	1			3.5	4	1	1	0	1	1	1	1	0	1	1	0	1	4	
45		1	1			3.5	4	1	1	0	1	1	1	0	1	1	1	0	0	3	

46		1	0			3.5	4	0	0	1	0	1	0	0	1	1	1	1	0	1	3
47		1	0			4	4	1	0	1	1	1	1	1	1	1	1	0	0	1	4
48		1	1			4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	2
49		1	1			5	4	1	1	1	1	1	1	1	1	0	1	1	1	1	3
50		1	1			5	4	1	0	1	1	1	1	1	0	0	1	0	1	0	6
51		0	0			3.5	4	1	0	1	1	0	1	1	1	1	1	1	1	0	6
52		1	1			2	4	1	0	0	1	1	1	0	1	1	1	1	1	0	6
53		1	1			5	4	1	0	1	0	1	1	1	1	0	1	1	0	0	6
54		1	1			4.5	3.5	1	0	1	1	1	1	1	1	1	1	1	1	0	3
55		1	0			3	3.5	0	1	1	1	0	0	1	1	1	1	1	0	1	2
56		1	1			3.5	3.5	1	1	0	1	0	0	1	1	0	0	0	0	1	6
57		0	0			2	3.5	1	0	0	0	1	1	1	1	1	0	0	0	1	3
58		1	1			4.5	3.5	1	0	1	0	1	1	1	0	1	1	0	0	1	6
59		1	1			3.5	3.5	1	0	1	1	1	1	0	1	1	1	1	0	1	4
60		1	1			3.5	3.5	1	1	1	1	1	1	1	1	1	1	0	1	1	2
61		1	1			3.5	3.5	1	1	1	1	1	1	1	1	1	0	0	0	1	4
62		0	1			2.5	3.5	1	1	1	0	1	1	1	0	1	0	0	0	1	3
63		1	1			2	3.5	1	0	1	1	1	1	1	1	1	0	0	0	1	2
64		0	0			3.5	3.5	1	1	1	1	1	1	1	0	0	0	0	0	0	3
65		0	1			3.5	3.5	0	0	1	1	1	0	1	1	0	1	0	0	0	6
66		0	0			3	3.5	0	0	1	1	1	1	1	1	1	1	0	0	0	4
67		0	1			4.5	3.5	1	1	1	1	1	1	1	0	0	1	0	0	0	4
68		0	1			5	3.5	0	1	1	1	1	0	1	0	1	1	0	0	0	4
69		1	1			4.5	3.5	1	1	1	1	0	0	1	0	1	1	0	0	0	4
70		1	1			3	3.5	0	1	1	1	0	1	1	1	0	1	0	0	0	6
71		1	1			5	3.5	1	0	0	0	1	1	1	0	0	0	0	0	0	6
72		1	0			3	3.5	1	0	1	1	1	1	0	1	0	1	0	0	0	4
73		1	0			4.5	3.5	0	1	1	1	0	0	1	0	1	1	0	0	0	4
74		1	1			4	3.5	1	1	1	1	1	1	1	1	0	0	0	0	0	2
75		1	1			3	3.5	0	1	1	1	1	0	0	0	1	1	0	0	0	4
76		1	1			3.5	3.5	1	0	1	1	1	0	1	1	1	1	0	0	0	6
77		1	1			2.5	3.5	1	0	1	1	1	1	0	0	1	1	0	1	0	6
78		0	1			4	3.5	1	0	1	1	0	0	1	0	1	1	0	0	0	6
79		1	1			5	3.5	1	1	1	1	1	1	1	1	1	1	0	1	0	6
80		1	0			4.5	3.5	1	0	1	1	1	1	1	1	1	0	0	0	0	6
81		1	1			5	3.5	1	0	1	0	1	1	1	0	1	0	0	0	0	6
82		1	1			4.5	3.5	1	0	0	1	1	1	1	1	1	0	0	0	0	6
83		1	1			5	3.5	1	0	0	0	1	0	1	0	1	1	0	0	0	3
84		1	1			5	3.5	1	0	1	1	1	1	1	0	0	1	0	0	0	6
85		1	1			2.5	3	1	1	1	1	1	1	1	1	0	0	0	0	1	6
86		0	1			4	3	1	1	1	1	1	1	1	1	0	1	0	1	0	6
87		0	0			3	3	1	0	1	1	0	0	1	1	0	1	0	0	0	2
88		0	1			3	3	1	0	1	1	1	0	1	1	0	1	0	1	0	4
89		0	0			3.5	3	1	0	0	0	1	1	1	1	0	1	0	0	0	3
90		0	1			3.5	3	1	1	1	1	0	1	1	1	0	1	0	0	0	6
91		0	1			3	3	1	0	0	0	1	1	1	0	0	1	0	0	0	6
92		0	1			3	3	1	0	0	0	1	1	0	1	0	0	0	0	0	4
93		1	0			3.5	3	1	0	0	0	0	0	1	0	0	0	0	0	0	6
94		0	1			4	3	1	0	1	1	1	1	1	1	0	1	0	1	0	4
95		0	1			4	3	1	0	1	0	1	1	1	1	0	1	0	0	0	3
96		0	1			3	3	1	0	0	1	1	1	0	0	0	0	0	0	0	6
97		1	1			3	3	1	0	0	0	0	0	0	0	0	0	0	0	0	6
98		1	1			4.5	3	1	0	1	1	1	1	1	1	0	1	0	0	0	6
99		1	1			4	3	1	0	0	0	1	1	1	0	0	0	0	0	0	3
100		1	1			4	3	1	0	0	0	1	1	1	1	0	0	0	0	0	6
101		1	1			3	3	1	0	1	0	1	1	1	1	0	1	0	0	0	6
102		1	1			3.5	3	0	0	1	1	1	0	1	0	0	1	0	0	0	6
103		1	1			3	3	0	0	1	0	0	0	1	1	0	0	0	0	0	3
104		1	1			4.5	3	1	0	0	1	1	1	1	1	0	1	0	0	0	6
105		1	1			3.5	3	1	0	0	0	1	1	1	1	0	1	0	1	0	6
106		1	1			4	3	1	1	0	0	1	1	0	1	1	1	0	0	0	3
107		1	1			3	3	1	0	1	1	1	1	0	1	1	1	0	1	0	3
108		1	1			2.5	3	1	1	1	1	0	0	0	1	1	1	0	0	0	4
109		0	0			2.5	3	1	0	1	1	1	1	0	1	1	1	0	1	0	6
110		1	1			4	3	1	1	0	1	1	0	1	0	1	1	0	0	0	2
111		1	1			4	3	1	0	1	0	1	1	1	0	1	0	0	0	0	2
112		1	1			3	3	1	0	1	0	1	1	0	0	1	1	0	0	0	4

113		1	1			3	3	1	0	1	1	1	1	0	1	1	1	0	0	0	6
114		1	1			5	3	0	0	1	0	1	0	1	1	1	1	1	1	0	6
115		1	0			3	3	1	0	1	1	1	1	1	0	0	1	1	1	0	3
116		0	1			3.5	3	1	0	0	1	0	1	1	1	1	0	0	0	0	6
117		1	1			3.5	3	0	0	1	1	0	1	0	1	1	1	0	0	0	6
118		1	1			3.5	3	0	1	1	0	1	0	0	1	1	1	1	1	0	5
119		1	0			3.5	3	1	0	1	1	1	1	1	0	1	1	0	0	0	6
120		1	1			3	3	1	0	0	1	1	1	1	0	1	1	0	0	0	6
121		1	1			5	2.5	1	0	1	1	1	1	1	1	1	0	0	0	0	6
122		0	1			3	2.5	1	0	1	1	0	0	1	1	0	1	1	1	0	6
123		0	1			4	2.5	1	0	1	0	1	1	1	1	0	0	0	0	0	6
124		0	0			3	2.5	1	0	1	0	1	0	1	1	0	1	0	1	0	6
125		0	1			3.5	2.5	0	1	1	1	0	0	0	1	0	1	1	0	0	4
126		0	0			4	2.5	1	0	1	1	1	1	1	0	0	0	0	0	0	6
127		0	1			2	2.5	1	1	1	1	1	1	1	0	0	1	0	1	0	2
128		0	0			4	2.5	1	0	1	0	0	0	1	0	1	1	0	1	0	3
129		0	1			3	2.5	1	0	0	1	1	1	1	0	0	1	0	0	0	6
130		0	1			4.5	2.5	1	0	0	1	1	1	1	0	0	0	0	0	0	6
131		0	1			3.5	2.5	1	0	0	0	0	1	0	0	0	0	0	0	0	6
132		0	1			4	2.5	1	0	0	0	1	1	1	1	0	1	0	0	0	6
133		1	1			3	2.5	1	0	1	1	0	0	1	0	0	0	1	1	0	4
134		1	1			4	2.5	1	1	0	0	1	1	1	1	0	0	0	0	0	6
135		1	1			2.5	2.5	1	0	0	1	1	1	1	1	0	1	1	1	0	3
136		1	1			4.5	2.5	1	0	0	1	1	1	1	0	0	0	0	0	0	6
137		1	1			5	2.5	1	0	0	0	1	1	1	1	0	0	0	0	0	6
138		1	1			2	2.5	1	0	1	1	0	0	0	1	0	0	0	0	0	3
139		1	1			3	2.5	0	1	0	0	0	0	0	0	0	1	0	0	0	4
140		1	0			2.5	2.5	1	0	1	1	0	0	0	1	1	1	0	0	0	3
141		1	1			2.5	2.5	1	0	1	1	0	1	0	1	0	1	0	0	0	3
142		1	1			3.5	2.5	1	0	1	0	1	1	1	1	0	0	0	0	0	6
143		1	1			2.5	2.5	1	1	0	1	0	1	0	1	1	1	1	1	0	3
144		0	1			3.5	2.5	1	0	0	1	1	1	0	0	1	0	0	0	0	6
145		1	1			3	2.5	0	1	1	0	0	1	0	0	1	1	0	0	0	4
146		1	0			2.5	2.5	1	0	1	0	1	1	0	0	1	0	0	0	0	6
147		0	1			5	2	0	1	0	1	1	1	1	1	0	1	0	0	0	2
148		0	0			4.5	2	0	1	1	1	0	0	0	1	0	1	1	1	0	4
149		1	0			4	2	1	0	0	1	0	0	1	1	0	0	0	0	0	6
150		1	1			5	2	1	0	1	0	1	1	1	0	0	0	0	0	0	6
151		1	1			3	2	1	0	1	0	0	0	0	1	1	1	0	0	0	6
152		1	1			4.5	2	1	0	1	0	1	1	1	1	0	0	0	0	0	6
153		1	1			2.5	2	1	0	1	1	0	0	0	0	0	0	0	0	0	3
154		1	1			2.5	2	1	0	1	0	1	1	0	0	0	0	0	0	0	3
155		1	1			2	2	1	0	1	1	1	1	0	1	1	0	0	0	0	3
156		0	0			1.5	2	1	0	1	1	1	1	0	0	1	1	0	0	0	6
157		0	0			1.5	2	1	0	1	1	1	1	0	0	1	1	0	0	0	6
158		0	1			3	2	1	0	1	1	1	1	0	0	1	0	0	0	0	6
159		1	1			2	2	1	0	1	0	1	1	0	0	1	1	0	0	0	6
160																					

Legend (0 = no, 1 = yes)

G	GENDER (0 FEMALE, 1 MALE)
R	Relationship (0 single, 1 married)
ES	Engagement Score
SS	Social Support Score
LS	LIMRA Score
SBS	Small Business Score
A	4-year Degree
B	Bilingual
C	5-year community
D	Identified Niche
E	Successful Prior Occupation
F	Money to Invest
G	Good Credit
H	Full Time Train
I	Partner Support
J	Sales Experience
K	Insurance Experience

Volume 13 Issue 3, March 2024

Fully Refereed | Open Access | Double Blind Peer Reviewed Journal

www.ijsr.net

L	Business Own Experience
M	Success in Business
N	Race (1,2,3,4,5,6)
	(N,A,B,H,PI,W)

Normalized Scales

Potential		Adjusted
LIMRA Score		
0 – 3	Extremely Low	2.0
4 – 6	Very Low	2.5
7 – 9	Low	3.0
10 – 12	Below Average	3.5
13 – 14	Average	4.0
15 – 17	High	4.5
18 – 19	Extremely High	5.0

Appendix F – Study 2: Participant Demographics

Date	Participant	Preparedness Score	Support Score	Grit Score	LIMRA
12/4/2021	1	56	53.7	43	19
12/3/2021	2	55	50.9	43.6	16
12/3/2021	3	54	60	47	12
12/6/2021	4	53	44.3	45.3	14
12/5/2021	5	53	56.5	46.6	17
12/3/2021	6	53	57.9	41.3	12
12/3/2021	7	53	49.5	46.3	N/A
12/3/2021	8	53	46.4	35.4	11
12/5/2021	9	52	40.7	39.7	N/A
12/5/2021	10	52	47.4	46.6	N/A
12/3/2021	11	52	50.8	46.3	19
12/6/2021	12	51	50.2	44.3	18
12/3/2021	13	51	53.7	45.3	14
12/3/2021	14	51	37.9	43.6	13
12/3/2021	15	51	51.6	42.3	18
12/3/2021	16	51	56.5	44.3	11
12/5/2021	17	50	60	51	16
12/5/2021	18	50	52.3	43.3	19
12/3/2021	19	50	49.5	44.3	15
12/3/2021	20	50	48.8	49.3	13
12/3/2021	21	50	37.8	46.9	N/A
12/3/2021	22	50	43	42.3	12
12/3/2021	23	49	47.4	44.3	17
12/3/2021	24	49	52.3	42.6	11
12/6/2021	25	48	48.1	38.6	N/A
12/6/2021	26	48	44.6	45.3	N/A
12/3/2021	27	48	42.2	41.6	8
12/3/2021	28	48	53	48.3	14
12/3/2021	29	47	49.5	43.3	19
12/3/2021	30	47	35.6	48.1	N/A
12/3/2021	31	47	57.2	45.3	16
12/4/2021	32	46	51.6	40.3	N/A
12/4/2021	33	45	36.9	38.9	N/A
12/3/2021	34	45	58.6	46	17
12/3/2021	35	45	34.8	38.9	19
12/4/2021	36	44	33.7	47.6	N/A
12/3/2021	37	44	48.1	42.6	17
12/3/2021	38	44	55.1	38.3	N/A
12/6/2021	39	43	51.6	43.3	19
12/3/2021	40	43	42.9	41.9	N/A
12/3/2021	41	43	48.1	41.6	16
12/3/2021	42	40	52.3	36.3	17
12/3/2021	43	39	40.9	44.6	N/A
12/5/2021	44	38	54.4	49.3	19
12/5/2021	45	37	50.9	42.3	17
12/4/2021	46	37	46.7	39.3	11
12/4/2021	47	35	27.1	35.4	N/A
12/4/2021	48	33	44.6	49.9	12
12/6/2021	49	27	41	45.6	N/A
12/3/2021	50	24	35.1	41.1	N/A

Appendix G – Split Half Reliability Table

Participant	Even	Odd	Total	Participant	Even	Odd	Total
1	26.5	27.2	53.7	26	23.7	20.9	44.6
2	24.4	26.5	50.9	27	20.7	21.5	42.2
3	30	30	60	28	27.9	25.1	53
4	23.6	20.7	44.3	29	25.1	24.4	49.5
5	28.6	27.9	56.5	30	17.8	17.8	35.6
6	28.6	29.3	57.9	31	27.9	29.3	57.2
7	25.1	24.4	49.5	32	25.8	25.8	51.6
8	16.4	30	46.4	33	18.1	18.8	36.9
9	20	20.7	40.7	34	29.3	29.3	58.6
10	24.4	23	47.4	35	17.4	17.4	34.8
11	25.1	25.7	50.8	36	16.5	17.2	33.7
12	25.8	24.4	50.2	37	23.7	24.4	48.1
13	27.2	26.5	53.7	38	26.5	28.6	55.1
14	20	17.9	37.9	39	25.8	25.8	51.6
15	25.8	25.8	51.6	40	20	22.9	42.9
16	27.9	28.6	56.5	41	23.7	24.4	48.1
17	30	30	60	42	26.5	25.8	52.3
18	26.5	25.8	52.3	43	20.1	20.8	40.9
19	25.1	24.4	49.5	44	27.2	27.2	54.4
20	24.4	24.4	48.8	45	25.1	25.8	50.9
21	20	17.8	37.8	46	23.7	23	46.7
22	22.9	20.1	43	47	13.5	13.6	27.1
23	24.4	23	47.4	48	21.6	23	44.6
24	25.8	26.5	52.3	49	21.6	19.4	41
25	23.7	24.4	48.1	50	17.2	17.9	35.1