

## **PROPOSITIONS**

### **Proposition 1**

Engagement in bricolage enables small and medium-sized enterprises to achieve ambidexterity (this dissertation).

### **Proposition 2**

Social skills, improvisational skills and cognitive diversity help top management teams to engage in bricolage (this dissertation).

### **Proposition 3**

There is no such thing as “free” freedom. Entrepreneurs that want to avoid reliance on external investors need to sacrifice something to gain such freedom (this dissertation).

### **Proposition 4**

Having a skeptical mindset can pay off: Investors that search for information that contradicts their initial (positive) beliefs about investment opportunities perform better (this dissertation).

### **Proposition 5**

Less can be more: Investors can take better investment decisions by employing heuristics that entail searching and evaluating a subset of the information available (this dissertation).

### **Proposition 6**

Individuals tend to search for information that confirms their initial beliefs or attitudes because they derive enjoyment from being right (Scherer, Windschitl and Smith, 2013).

### **Proposition 7**

“Experts” are not immune to biases: Experienced investors such as venture capitalists also exhibit overconfidence regarding their investments (Zacharakis and Shepherd, 2001).

### **Proposition 8**

How the entrepreneur acts at a given time and place depends heavily on the rules of the game—the reward structure in the economy—that happen

to prevail. Rules of the game can shift the entrepreneurial effort from activities that help the economy towards activities that hurt it (Baumol, 1990).

**Proposition 9**

The ideal organizational environment encourages everyone to observe, collect data, and speak up (Thaler, 2015)

**Proposition 10**

A reliable way to make people believe in falsehoods is frequent repetition, because familiarity is not easily distinguished from truth (Kahneman, 2011).

**Proposition 11**

Fear is the mind-killer (Frank Herbert)