

Fultz, A. E., Hoffman, J. J., & Jiang, D. S. (2025). Lost in the fog: How entrepreneurs' poor mental health breeds organizational inability in founder-run ventures. *Journal of Business Venturing Insights*, 23, e00522.

Abstract

How does entrepreneurs' poor mental health affect their ventures? Research has shown how mental health challenges affect entrepreneurs personally, but we know little about how such challenges affect their entire ventures. Drawing on the microfoundations perspective, this paper presents theory and a framework for understanding how individual-level mental health challenges may spread throughout an organization to become an organizational inability. Specifically, we propose that entrepreneurs' poor mental health may lead to dysfunctional leadership that generates organizational trauma, ultimately leading to firm-wide miasma that can hurt a venture's ability to function. We also theorize the moderating roles that venture newness/smallness and a board of directors or top management team can have on these effects. Our theory contributes to research on mental health and capabilities in founder-run ventures by advancing research on the impact of entrepreneurs' mental health on venture outcomes, proposing a generalizable framework for understanding the crossover effects of entrepreneurs' mental health on their ventures, and extending organizational capability research to encompass firm-level inabilities.

Fultz, A. E., & Hmieleski, K. M. (2025). Cultivating and Harnessing Unexpected Opportunities: How Monochronic Orientation Fosters Innovation by Facilitating Serendipity in New Firms. *Entrepreneurship Theory and Practice*, 10422587251347043.

Abstract

Despite growing interest in serendipity in entrepreneurship, its antecedents, contingencies, and outcomes remain understudied. We find that new firms with a monochronic orientation—a preference for handling tasks sequentially—experience more serendipity, which in turn enhances innovation performance. This is amplified in dynamic environments, where unexpected discoveries are more likely to generate value. Challenging assumptions that systematic search and broad information inputs drive innovation, our study highlights focused attention as a driver of serendipity. By linking serendipity to strategic attention allocation and environmental conditions, we offer insights into how firms can foster and capitalize on unexpected discoveries to drive innovation.

Hoffman, J. J., & Driver, M. (2022). Entrepreneurial miasma: Organizational miasma as a theoretical lens for increasing the odds of venture survival after the founder exits. *Journal of Business Venturing Insights*, 18, e00345.

Abstract

The present study offers new insights on ventures undergoing founder exit. Specifically, it explores miasma as one potentially negative outcome. Miasma, a concept adapted from the organizational literature, refers to a state of contagion or pollution that affects all members of an organization causing potentially irreparable damage. This study develops a model of miasma in venture contexts when founders exit, a term we refer to as entrepreneurial miasma. This model includes the antecedents, moderating and mediating variables and outcomes of miasma. The purpose of this model is to develop insights into how miasma may be prevented and how ventures may work through it once it has occurred. Specifically, the study offers guidance for new management leading ventures on how to best understand, reestablish and build relationships with employees who are struggling with the exit of the founder to protect employee productivity and firm performance. The study also contributes to the organizational miasma literature by strengthening and clarifying the construct and its implications in both organizational and venture contexts.