

*Appendix B: Question Wordings, Factor Loadings, and Reliabilities*

Construct and indicators	Factor loadings		Reliabilities <sup>a</sup>	
	T1	T2	T1	T2
<i>Lean startup knowledge</i>	.95 <sup>b</sup>	.95 <sup>b</sup>	.87	.92
How do you assess your current level of knowledge in the following areas?				
1. Experiment-based innovation methods				
2. Agile working methods in the context of innovation projects				
3. Creation and presentation of pitch presentations				
4. Structured ideation				
5. Prototype design and development				
<i>Entrepreneurial alertness</i>			.88	.89
6. I constantly have business ideas, that would fit the needs of our organization.	.89	.91		
7. During my everyday life, I often discover business ideas that would be interesting for our organization.	.90	.89		
8. I have certain sensitivity for new business opportunities.*	--	--		
<i>Creative self-efficacy</i>	--	--	.67	.72
9. I feel that I am good at generating novel ideas.*				
10. I have confidence in my ability to solve problems creatively.	.62	.72		
11. I have a knack for further developing the ideas of others.	.80	.80		
<i>EEA</i>	.95 <sup>b</sup>	.95 <sup>b</sup>	.93	.93
12. I have engaged in a deliberate, systematic search for an idea for a new business.				
13. I have been thinking about a business idea or a number of business ideas that can potentially grow into a real business.				
14. I have discussed ideas for a new business with my friends and family.				
15. I have talked about a new business with people that I have a business or working relationship with.				
16. I have taken some classes or seminars on how to start a new business.				
17. I have devoted significant time to a new business idea.				
18. In the last year, I have engaged often in evaluating diverse options with respect to products/services, processes, or markets.				
19. In the last year, I have focused on strong renewal of products/services or processes.				

Note. EEA = employee entrepreneurial activity; \*Items excluded based on the confirmatory factor analysis; <sup>a</sup>For more than three items per construct, internal consistencies were estimated based on McDonalds Omega whereas for two-item measures, they were based on Cronbach's alpha; <sup>b</sup>loadings of lean startup knowledge and EEA were fixed to an unstandardized value of 1 and the measurement error variance was fixed to 10 percent of the indicator's variance.