Hochschule Neu-Ulm
University of Applied Sciences

HNU Working Paper

Nr. 51

Vanessa Robertson

Jens Uwe Pätzmann

The Devil's Advocate

An Archetypical Role Needed in Startup Teams

February 2024

Vanessa Robertson, Research Associate for Circular Economy and Entrepreneurship
Dr. Jens Uwe Pätzmann, Professor of Marketing, Branding & Strategy, Director of the Institute for Entrepreneurship, Innovation, and Sustainability, Member of the Africa Institute
Hochschule für angewandte Wissenschaften Neu-Ulm
University of Applied Sciences
Wileystraße 1, D-89231 Neu-Ulm

HNU
Hochschule Neu-Ulm
University of Applied Sciences

Abstrakt

Effektive Teamrollen sind entscheidend für den Erfolg von Startups. Das archetypische Modell von Pätzmann und Hartwig (2018) mit dem dazugehörigen Persönlichkeitstest hilft, die Denkstile in der Gründungsphase zu verstehen. Diese Studie baut auf einer vorherigen Mixed-Methods-Studie auf, die sieben relevante Archetypen und Anti-Archetypen in Startup-Teams identifizierte. Ziel dieser Arbeit ist es, eine nicht vollständig ins Modell passende Rolle, den Advocatus Diaboli, zu integrieren. Dies geschah durch Expertenbewertung und eine quantitative Umfrage mit 81 Teilnehmern. Der Advocatus Diaboli vereint Genie, Mentor und Aussätzigen und dient dazu, Gruppendenken zu durchbrechen und sicherzustellen, dass unternehmerische Entscheidungen auf soliden Daten basieren.

Freie Schlagwörter: Gründungsteams, Startups, Teams, Gruppendenken, Archetypen

Abstract

Effective team roles are a crucial success factor for startups. The archetypical model by Pätzmann and Hartwig (2018) with the accompanying personality test is useful to understand how different thinking styles interact throughout the founding journey. The present study builds on a previous mixed-methods research by the authors which investigated archetypical roles in startup teams. They identified seven relevant archetypes and anti-archetypes aligned with the archetypical model plus an additional role which did not fit the model completely. The purpose of this paper is to embed this undefined role into the archetypical personality model, using an expert evaluation plus quantitative study with 81 survey respondents. It distilled the devil's advocate as a combination of the genius, mentor, and lazar. The function of this team role is to counteract groupthink and ensure that entrepreneurial decisions are based on solid data.

Keywords: Founding teams, startups, teams, groupthinking, archetypes

JEL-Klassifikation: L26, M13, M14

Introduction

Innovative new businesses are the lifeline of the economy, but the failure rates of startups are dishearteningly high (Cerdeira & Kotashev, 2021; de Mol, Khapova, & Elfring, 2015, p. 232; Kozusznik, Aaldering, & Euwema, 2020, p. 393f). Founding a company is a decidedly social endeavor and, contrary to the myth of the lonesome entrepreneurial hero, the majority of startups are founded by teams (Brattström et al., 2020, p. 2; Ruef, 2010, pp. 8, 12). Research about startup success factors indicates that the constellation of team members can make the difference between success and failure of a promising business idea (Jin et al., 2017, p. 745; Klotz et al., 2013, p. 226; Kollmann et al., 2017, p. 845). Hard factors like education, skills, and professional experience are important, but also personality traits of the team members. Whether personalities and characteristics should be homogeneous or heterogeneous is debated, but team roles should be complementary (Kollmann et al., 2017, p. 846; Ruef, 2010, p. 80).

Humans always enact a role in social contexts. In teams, functional roles must be discerned from informal roles (Belbin, 2010; Dick & West, 2005, p. 30). Task responsibilities are described by functional roles, but in addition each team member fulfils emotional and interpersonal functions – the team roles. In an ideal setting, the two roles are compatible, but this is not always the case (Dick & West, 2005, p. 30). Building on the work of 19th-century Swiss psychiatrist C.G. Jung, archetype theory offers a useful lens to investigate team roles. An archetype is a manifestation of central themes in the collective unconscious of all human beings, which Jung identified as a layer in the human psyche even below the personal unconscious (Carducci, 2009, p. 137; Carr, 2002, p. 478; Ritter, 2008, p. 4). Archetypes become visible in different configurations in shared cultural artefacts, such as fairytales, myths, movies, or videogames (Roesler, 2016, p. 192; Suter, 2016, p. 129). Each archetype has a light and a shadow side, which is also referred to as anti-archetype (Pätzmann & Hartwig, 2018; Roesler, 2016, p. 34).

Pätzmann and Hartwig (2018) developed a contemporary archetypical model derived from an analysis of characters in globally successful blockbuster movies. Based on this model, Pätzmann and Genrich (2020) developed an archetypical personality test, which was validated by Miller et al. (2022). In the next step, Miller and Pätzmann (2023) highlighted the utility of archetype theory in enhancing our comprehension of the dynamics between various personalities during the course of a startup's evolution. Through a comprehensive mixed-methods approach, the authors identified and delineated eight distinct archetypical roles which hold particular relevance for startup teams. The study delved into the intricate ways in which these archetypes interact with one another, shedding light on their significance for the success and development of startups.

The seven identified archetypical roles are: the leader, the mentor, the artist, the friend, the hero, the rebel, and the femme fatale. These seven roles are part of the archetypical model by Pätzmann and Hartwig (2018) and were identified through a quantitative survey with entrepreneurship experts. However, an additional role emerged from qualitative expert interviews, which encapsulated relevant aspects that were not fully covered by one of the (anti-)archetypes in the model. This role was described under the working title *the manager*. The purpose of the present study is to further clarify this role and to integrate it into the archetypical model by Pätzmann and Hartwig (2018).

Background

Archetype theory and archetypical roles

Archetype theory emerged in the field of psychology and was further developed in the humanities. 19th century Swiss psychiatrist C.G. Jung is considered the founding father of archetype theory (Roesler, 2016). According to his model, the human psyche has three layers: the conscious, the personal unconscious, and the collective unconscious. The personal unconscious contains unique emotional complexes specific to each individual. In contrast, the collective unconscious is shared by all humans (Collin, 2012, p. 105; Marneros, 2018, p. 3; Wertime, 2002, p. 60). It contains fundamental images or universal patterns that reappear throughout different cultures, which Jung termed archetypes (Jung, 2018).

These archetypes assist individuals in comprehending the world and in navigating social settings (Carducci, 2009, p. 137; Moxnes, 1999). Accordingly, archetypes strongly influence human interactions and perceptions of personality types and social roles (Kleine Wieskamp, 2019, p. 237; Kociatkiewicz & Kostera, 2012, p. 863). Archetypical roles are projections or enactments of personalities according to blueprints engrained in the collective unconscious (Bacon, 2003). Moreover, archetypes exist in dualistic pairs (Roesler, 2016; Wulff, 1997). While inherently neutral, they encompass both positive and negative expressions, setting them apart from mere stereotypes (Kociatkiewicz & Kostera, 2012, p. 865).

Jung's archetype theory is contested because it is not verifiable and partly incoherent (Carducci, p. 134; Wulff, 1997, pp. 461, 466). Nevertheless, archetype theory has proven useful for various fields, including psychology, literary and cultural studies, religious studies, marketing, and management (Roesler, 2016). Moreover, the existence of some form of universal psychological patterns has been confirmed by modern psychology (Marneros, 2018, p. 4; Ritter, 2008, p. 13 f; Roesler, 2016, p. 99). Therefore, archetype theory is useful for practical applications, although its universality is unclear and debated and whether archetypes are biologically rooted or transmitted through socialization and enculturation (Roesler, 2016).

Archetypical personality model by Pätzmann and Hartwig (2018)

Subsequent scholars have modernized Jung's theories, translating them into practical archetypical models, such as Moxnes' twelve deep roles derived from fairytales (Moxnes, 1999, 2013; Moxnes & Moxnes, 2016) or the Pearson-Marr archetype model (Pearson, n.d.). While widely used, these archetypical models have drawbacks, such as excluding feminine archetypes, using archaic language, and lacking empirical support (Pätzmann & Adamczyk, 2020). In response, Pätzmann and Hartwig (2018) developed a modern archetypical model based on an analysis of globally successful films. Their model comprises 14 archetypes and anti-archetypes, incorporates feminine figures, and uses contemporary language (Pätzmann & Adamczyk, 2020). Moreover, it aligns with the Zurich Model of Social Motivation proposed by Bischof (2001, n.d.), which identifies three motivational force fields: security, excitement, and autonomy. According to this model, motivational endorsers (self-assertion, relationship, curiosity) and barriers (subjection, tedium, fear) underly social behavior. Pätzmann and Hartwig's 28 archetypes and anti-archetypes are mapped to these motivational systems, as illustrated in figures 1 and 2.

Pätzmann and Genrich (2020) further developed the archetypical model by Pätzmann and Hartwig (2018) into a personality test. The test comprises 84 items, with each archetype associated with three tested motifs through statements rated on a five-point Likert scale (Pätzmann & Genrich, 2020). Content validity of the test was confirmed by Miller et al. (2022),

using an adaptation of Lawshe's (1975) quantitative approach to confirming content validity. The test finds application in employer branding, hiring brand-aligned employees, and team composition (Pätzmann & Genrich, 2020). The archetypical model is of particular use for startups in terms of building authentic and emotionalized brands (Pätzmann & Adamczyk, 2020; Pätzmann & Kübler, 2023; Steinecke & Pätzmann, 2023) as well as for employer branding and managing organizational cultures (Pätzmann & Genrich, 2020).
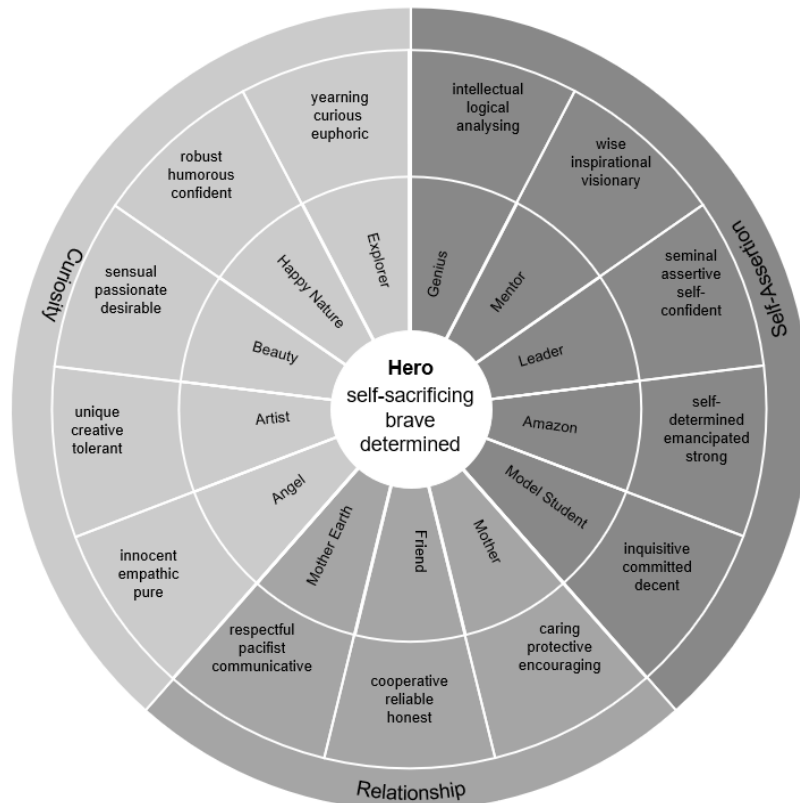

Figure 1 *Archetypes of the archetypical model by Pätzmann & Hartwig. Source: Pätzmann and Hartwig (2018, p. 8)*

Figure 2 Anti-archetypes of the archetypical model by Pätzmann & Hartwig. Source: Pätzmann and Hartwig (2018, p. 27)

Archetypical roles in startups

In their mixed-methods research, Miller and Pätzmann (2023) explored archetypical roles in startup teams. The quantitative phase involved a survey, deductively selecting seven relevant archetypes: leader, mentor, artist, friend, hero, rebel, and femme fatale. Qualitative expert interviews with entrepreneurship experts from Germany, Israel, and Kenya then evaluated and explained the meaning and interplay of these archetypes.

The qualitative data underscored the importance of achieving a balance among archetypical roles within a startup team for its success, navigating the interplay between creativity and productivity (Miller & Pätzmann, 2023. P. 94). Moderation between these contrasting thinking styles is essential, and individuals often embody multiple archetypical roles, adapting as per current needs. The ability to shift the enacted archetype based on the startup's developmental phase emerges as a critical success factor (Miller & Pätzmann, 2023, p. 139).

Furthermore, certain archetypical roles derive their value in collaboration with others, such as the friend or rebel (Miller & Pätzmann, 2023, p. 140). While the leader role should be limited to a few team members, every team member should possess elements of the hero and friend archetypes (Miller & Pätzmann, 2023, p. 140). "Superstars" within entrepreneurial teams, often the idea generators or skilled developers, require counterbalance from humble yet hardworking members focused on operations to sustain the startup (Miller & Pätzmann, 2023, p. 140). Some archetypes, like the mentor or, in certain instances, the femme fatale, find better representation through external team members (Miller & Pätzmann, 2023, p. 140). The following tables one

to seven summarize the characteristics of the seven startup archetypes, position them in the archetypical model and describe their value for startup teams.

Table 1 Archetypical profile for startups: the leader; Source: Miller and Pätzmann (2023, p. 103)

Leader Autonomy + Self-Assertion	Seminal	The leader understands how to reconcile people and their goals.
	Assertive	The leader leads the way when things need to be done.
	Self-confident	The leader reacts confidently and thoughtfully in all situations.
Characteristics	Execution-focused, assertive, visionary, outspoken, consistent, difficult	
Role in a startup	Toward the external world: gives a face to the startup, sells the vision Inside the team: takes on a bird's eye view (provides direction, makes decisions, structures and monitors), manages people (builds the team, delegates tasks, conveys confidence)	
Moment to shine	In the ideation stage, the leader counterbalances the artist. He makes sure that ideas do not remain ideas but are actually implemented.	
Light side	The leader gives a clear direction and implements it.	
Shadow side	The leader is narrow-minded and not accommodating of alternative views.	

Table 2 Archetypical profile for startups: the mentor; Source: Miller and Pätzmann (2023, p. 108)

Mentor Autonomy + Self-Assertion	Wise	A team member thinks in terms of the grand scheme of things.
	Inspirational	With his/her experience a team member helps others to become better.
	Visionary	A team member thinks in terms of future scenarios and their long-term effects.
Characteristics	Visionary, inspirational, wise, experienced, knowledgeable, a good teacher, authoritative, has the overview, well networked, reconciling	
Role in a startup	Functions of external mentors: subject matter expertise, sharing life experience, networking, management know-how Functions of internal mentoring: strategic vision, confidence, mentoring as a leadership style, giving something back	
Moment to shine	In the early stages, inexperienced founders benefit greatly from an external mentor. Once the business is established, internal mentoring becomes a useful leadership style to attract and maintain young employees.	
Light side	Mentoring helps inexperienced talents realize their potential.	
Shadow side	Overbearing mentoring can prevent young talents from flourishing.	

Table 3 Archetypical profile for startups: the artist; Source: Miller and Pätzmann (2023, p. 113)

Artist	Unique	A team member is unconventional.
Excitement	Creative	A team member enjoys trying out new approaches.

+ Curiosity	**Tolerant**	A team member is open-minded about unknown and different things.
Characteristics	Creative, innovative, thinks differently, not a good manager	
Role in a startup	Finding unconventional solutions to any problem, including the creative handling of the resource shortages; creative product development and business model innovation;	
Moment to shine	The artist has unconventional ideas to create value-added change during ideation and whenever innovation is needed.	
Light side	The artist thinks freely and finds solutions no one has ever thought about.	
Shadow side	The artist gets lost in ideas and cannot implement them.	

Table 4 Archetypical profile for startups: the friend; Source: Miller and Pätzmann (2023, p. 116)

Friend	**Cooperative**	A team member always has an open ear for problems.
Safety	**Reliable**	A team member keeps his/her promises.
+ Relationship	**Honest**	A team member tells the truth.
Characteristics	Reconciling, people-centered, compromising, caring, loyal	
Role in a startup	The friend creates team cohesion and bonding between the team members so that they can effectively work towards a common goal; the friend may appear in individuals who are like "people-magnets," but it is most powerful if it appears on a group level – every team member has a share of it;	
Moment to shine	The friend motivates the team to continue working together through the rocky startup journey and to settle their task-related disagreements in a respectful manner.	
Light side	Friendship glues the team together.	
Shadow side	The friend hesitates to address unpleasant issues.	

Table 5 Archetypical profile for startups: the hero; Source: Miller and Pätzmann (2023, p. 122)

Hero	**Self-sacrificing**	Additional tasks are no problem for a team member, if he/she can achieve an improvement for everyone.
+ All three basic motivational systems Autonomy, Safety and Excitement	**Brave**	A team member is convinced that far-reaching changes can only be achieved with the necessary readiness to take risks.
	Determined	A team member has a strong inner drive to put into practice what he/she has said.
Characteristics	Dedicated to a greater purpose, caring, ready to self-sacrifice, determined, risk-taking, resilient, optimistic	
Role in a startup	In individuals: this person will solve any problem, overcome any crisis, and give their all to the cause, they will inspire others to keep believing in the idea and in the team; Group hero archetype: the hero archetype is most powerful on the group level – like *The Avengers*, the startup team members overcome their quarrels and contribute their specific talents to the common goal; the team is the hero, not the individuals;	
Moment to shine	The hero is needed in times of crisis: when he went down, he gets up and tries again. He inspires the team to persevere.	

Light side	The hero makes sacrifices to keep the vision alive.
Shadow side	The hero thinks he can do everything alone and excludes others. He works until exhaustion and pushes others to the fringes.

Table 6 Archetypical profile for startups: the febel; Source: Miller and Pätzmann (2023, p. 126)

Rebel Autonomy - Subjection	Anarchistic	A team member does not fit into any system.
	Lateral thinking	The further a team member moves away from the routines, the more new things emerge for him/her.
	Lawless	A team member breaks existing rules according to his/her own discretion.
Characteristics	Lateral thinking, execution focused, determined, self-confident, disobedient, daring	
Role in a startup	Idea generation: + lateral thinking, + creative destruction; External effects: - breaks laws, + questions the status quo of an industry; Internal effects: + challenges groupthink, - destroys cohesion, - undermines decisions;	
Moment to shine	Like the artist, the rebel leaves well-trodden paths of thought and comes up with daring new ideas during ideation. Unlike the artist, the rebel has the courage and energy to execute them and to follow through against the common opinion or authorities.	
Light side	The rebel has the courage to do things differently.	
Shadow side	The rebel can kill the startup by crossing the line of laws or taboos or working against the team's common vision.	

Table 7 Archetypical profile for startups: the femme fatale; Source: Miller and Pätzmann (2023, p. 130)

Femme Fatale Excitement - Fear	**Irresistible**	Others would prefer to spend their time exclusively with a team member.
	Manipulative	A team member is aware of his/her effect on others and uses it skillfully.
	Seductive	A team member can get others to do things for him/her in a charming way.
Characteristics	Convincing, attractive, charming, manipulating, cheating, ambitious, goal-oriented	
Role in a startup	Convincing: motivating others to work for the startup with minor material incentives Selling: winning customers and investors, finding resources	
Moment to shine	The femme fatale is needed when others must be won to invest time, finances, or other resources in the startup.	
Light side	The femme fatale convinces others to invest in her idea.	
Shadow side	The femme fatale destroys trust and favors self-interest over the startup.	

An additional relevant role for startups with the working title "The Manager"

In addition to the seven (anti-)archetypes identified from the model by Pätzmann and Hartwig (2018), the entrepreneurship experts interviewed by Miller and Pätzmann (2023) emphasized additional personality traits that cannot be found one-to-one in any (anti-)archetype of the

model: subject matter expertise, analytic thinking, systematic approach, carefulness, and risk aversion. These traits, often overlooked in the bold entrepreneurial landscape, play a crucial role in providing a counterbalance to the risk-taking spirit. A critical and analytical perspective helps filter opportunities and distinguish viable paths from dead-ends. The archetypical model, developed from visible movie characters, risks overlooking those working quietly in the background (Miller & Pätzmann, 2023).

The identified traits collectively reflect a theme of business administration, cool calculation, and systematic management. Consequently, Miller and Pätzmann (2023) proposed introducing a new role, *the manager*. In contrast to the glamorous entrepreneur, the manager is viewed as an unglamorous operational resource guard, focusing on the mundane aspects of organization, administration, and resource coordination (Czarniawska-Joerges & Wolff, 1991). Despite its less spectacular nature, this emotionless execution of business functions is critical even in the entrepreneurial realm. Table 8 provides a detailed overview of the manager's role in a startup team.

Table 8 Archetypical profile for startups: the manager; Source: Miller and Pätzmann (2023, p. 133)

Characteristics	Coordinating, cautious, analytic, systematic, sensible, reliable
Role in a startup	Carefulness: cautions against taking too many or too risky opportunities, voice of reason Rationality: he has an analytic way of working, coordinates, administers, manages, thinks systematically, and takes decisions based on data and evidence Subject-matter expertise: the manager has know-how in business administration or other regulative areas
Moment to shine	This archetype is specific to startups. Throughout the startup journey, it should be present to mold a bold idea into a viable business model. It becomes crucial when the startup is expanding into an established business and finally needs systematic processes and organization.
Light side	The manager administers the business and gives structure to the company.
Shadow side	At heart, the manager is the antithesis to entrepreneurship: he manages resources instead of seizing opportunities.

Business administration skills and carefulness are crucial from the start, gaining greater significance as the firm transitions from the startup phase to an established company (Miller & Pätzmann, 2023). Experienced managers become essential for sustained growth, bringing expertise in structures, processes, budgeting, and organizational management. This need for managerial skills often arises as entrepreneurs, deeply invested in their ventures, may lack the personalities required to navigate a larger enterprise. Therefore, investors frequently advocate for replacing founders with experienced managers at this stage (Wasserman, 2012, p. 207).

Methodology

The objective of the present study is to find out how the missing startup archetype with the working title *manager* can be aligned to the archetypical model by Pätzmann and Hartwig (2018). The study is based on the assumption that the traits of the described startup team role are represented in the motifs of the model, but that this unique combination of motifs is not reflected in one of the 28 (anti-)archetypes. To ascertain this, the study employed a combination of an expert evaluation and a quantitative study with a general audience.

In the initial phase of this study, the authors conducted an expert evaluation, drawing on empirical data derived from qualitative in-depth interviews with entrepreneurship experts in Germany, Kenya, and Israel as documented by Miller and Pätzmann (2023). This step involved a thorough re-examination of themes within the original qualitative data of the previous study and the respective coding, which was generated using the qualitative content analysis method as proposed by Mayring (2010). This analysis revealed a dual role for the wanted startup archetype: firstly, to ensure that decisions are firmly grounded in a robust data foundation, and secondly, to guard against the perils of groupthink and unwarranted entrepreneurial fervor. A review of literature pertaining to groupthink in innovation processes highlighted that these functions align closely with the concept of the *devil's advocate*, or *advocatus diaboli*, as discussed by Bedenk and Mieg (2018) and MacDougall and Baum (1997). The devil's advocate emerges as a crucial remedy for mitigating groupthink stemming from group homogeneity, thereby enhancing the overall quality of group processes and collaborative decision-making (Cunico, Zimmermann, & Videira, 2023).

In the second phase of the study, a quantitative approach was employed to assess the comprehension of a general audience regarding the devil's advocate. The primary objective was to identify three statements from the archetypical personality test developed by Pätzmann and Genrich (2020) that aligned with the characteristics of the devil's advocate. The questionnaire presented respondents with a single question: "To what extent do the following statements apply to the figure of the 'Devil's Advocate'?" Each respondent received a general description of the devil's advocate based on the *Duden*, defining it as someone who, for the sake of argument, presents counterarguments without affiliating with the opposing side or intentionally introduces opposing arguments to invigorate a discussion (Dudenverlag, n.d.).

The questionnaire utilized a 5-point Likert scale, with statements being mixed and randomly arranged to prevent biased responses (Gräf, 2010, p. 78). The selection of statements was informed by an expert evaluation, drawing from the re-examination of qualitative data, and aligning with aspects of (anti-)archetypes such as the genius, mentor, model student, lazar, and coward. The three statements associated with these motifs were presented to respondents, who then rated a total of 15 statements on the Likert scale. Subsequently, the three statements receiving the highest ratings were identified as the best fit for capturing the essence of the devil's advocate.

Between August 2023 and November 2023, a total of 86 responses were gathered for the study, with five incomplete responses excluded from the analysis, resulting in a final sample size of n=81. The sampling approach adopted was convenience sampling. In terms of demographics, there was a slight predominance of female respondents, and the majority of participants fell into the young age category. The details are explicated in tables 9 and 10. The survey was conducted in German, the native language in the region where the study was distributed, and the results were subsequently translated to English by the researchers. The coding system employed in the analysis ranged from 1 (applies fully) to 5 (does not apply), with a lower value indicating a higher alignment of the statement with the figure of the devil's advocate.

Table 9: Gender distribution of survey respondents; Source: Own research, n=81

Gender	respondents
Female	42
Male	38
Non-binary	1

Table 10: Age distribution of survey respondents; Source: Own research, n=81

Age	respondents
18 to 29	62
30 to 39	4
50 to 65	11
66+	4

Findings

In the initial phase of our research, the expert evaluation unearthed a dual role for the sought-after startup archetype with the working title *manager*. Firstly, it serves as a critical anchor, ensuring that decisions are firmly rooted in a substantial data foundation. Secondly, it acts as a safeguard against the pitfalls of groupthink and undue entrepreneurial enthusiasm. A comprehensive review of literature on groupthink within innovation processes brought to light that these functions closely resonate with the concept of the *devil's advocate*, or *advocatus diaboli* (Bedenk & Mieg, 2018; Cunico, Zimmermann, & Videira, 2023; MacDougall & Baum, 1997). Groupthink is a psychological phenomenon where a desire for harmony within a group leads to irrational decision-making. Members prioritize agreement over critical evaluation, often suppressing dissenting opinions. Factors like strong group cohesion and isolation contribute to groupthink. While group cohesion is generally beneficial for startup teams, groupthink can result in poor decisions, lack of creativity, and failure to consider risks. For this reason, recognizing and addressing groupthink is crucial for fostering effective decision-making. This involves open communication, allowing diverse perspectives, and the role of a devil's advocate to challenge prevailing views. In a group setting, the role of the devil's advocate alleviates the groupthink trap arising from homogeneity within the group, thereby elevating the overall quality of group processes and collaborative decision-making (Cunico, Zimmermann, & Videira, 2023). The findings of the quantitative survey are presented in table 11. Three statements clearly stood out as having the closest fit to the figure of the devil's advocate.

Table 11 Results of the quantitative survey; Source: Own research

Statement	Ø	±
The Devil's advocate would like to find answers to fundamental questions about the world, about humankind and its relationship to its environment	2,42	1,06
In the eyes of the Devil's advocate everything is subject to a certain logic, coincidence plays a subordinate role	2,25	0,96
The Devil's advocate gets to the bottom of things in every detail	**1,86**	**0,95**
The Devil's advocate thinks in the grand scheme of things	**1,96**	**0,95**
With his experience, the Devil's advocate helps others to become better	2,57	0,98
The Devil's advocate thinks in terms of future scenarios and their long-term effects	2,02	0,99
In order to understand the complexity of things, the Devil's advocate obtains a sound overview through research	2,07	1,05

The Devil's advocate handles tasks that arise with great vigor and enthusiasm	2,47	1,02
The Devil's advocate likes when everything is in its proper place	2,83	1,31
The Devil's advocate has fears about the future	3,28	1,23
The Devil's advocate takes it upon himself not to be accepted by society	**1,93**	**0,89**
Others think the Devil's advocate is strange	2,52	0,97
The Devil's advocate is gullible and always follows others uncritically	4,56	0,85
The Devil's advocate finds it difficult to cope with unexpected situations	3,49	1,32
The Devil's advocate always makes decisions after consultation with a person close to him	3,6	0,94

Hence, the Devil's advocate is a combination of the following three (anti-)archetypes:

- Genius
    - Motif: analyzing
    - Statement: The Devil's advocate gets to the bottom of things in every detail
- Mentor
    - Motif: wise
    - Statement: The Devil's advocate thinks in the grand scheme of things
- Lazar
    - Motif: disdained
    - Statement: The Devil's advocate takes it upon himself not to be accepted by society

Discussion

The qualitative research conducted by Miller and Pätzmann (2023) revealed the relevance of a role not encompassed by the archetypical model proposed by Pätzmann and Hartwig (2018) within startup teams. Upon a re-examination of the qualitative data, it became evident that the characteristics identified align closely with the concept of the devil's advocate. This study further substantiates how the devil's advocate role integrates into the archetypical model, embodying a blend of the archetypes genius and mentor as well as and the anti-archetype Lazar. This amalgamation reflects a data-driven, analytical, and unemotional thinking style crucial for counterbalancing the opportunistic and enthusiastic entrepreneurial spirit. Such a mindset acts as a safeguard, preventing startup teams from impulsively embracing risks and pursuing numerous opportunities without a thorough evaluation of market and financial prospects. Despite its significance, the devil's advocate role tends to be unpopular, as individuals with this mindset may be labeled as pessimistic and unmotivated. This dynamic mirrors the characteristics of the lazar, who fearlessly assumes an unpopular stance, and also shows a proximity to the anti-archetype rebel. The detailed startup team profile of the devil's advocate is explicated in table 12.

Table 12: startup team role profile of the devil's archetype; Source: Own research

Devil's advocate + Self-Assertion - Fear	Analysing	The Devil's advocate gets to the bottom of things in every detail.
	Wise	The Devil's advocate thinks in the grand scheme of things.
	Disdained	The Devil's advocate takes it upon himself not to be accepted by society.
Characteristics	Coordinating, cautious, analytic, systematic, sensible, reliable	
Role in a startup	Carefulness: cautions against taking too many or too risky opportunities, voice of reason Rationality: he has an analytic way of working, coordinates, administers, manages, thinks systematically, and takes decisions based on data and evidence Subject-matter expertise: the devil's advocate has know-how in business administration or other regulative areas	
Moment to shine	The devil's advocate should be present throughout the startup journey to mold a bold idea into a viable business model. This mindset becomes crucial when the startup is expanding into an established business and finally needs systematic processes and organization.	
Light side	The devil's advocate brings a rational and data-driven perspective and thus protects the startup from rushing into ideas without realistic market value. This way of thinking helps to administer the business and to give structure to the company.	
Shadow side	At heart, the devil's advocate is the antithesis to entrepreneurship: he always sees the glass half empty instead of seizing opportunities.	

The archetypical model proves instrumental in preventing factual disagreements from escalating into emotional conflicts, offering a framework to adopt different ways of thinking and consciously leverage the devil's advocate's sober calculation and anticipation of potential challenges when evaluating new ideas. While sharing similarities with the startup archetype rebel, the devil's advocate is distinct in its data-driven, diligent, and unemotional approach. He consciously seeks counterarguments and risks, ensuring that decisions are supported by a solid database to protect the startup from misjudgments. The devil's advocate is also unique in that it combines positively and negatively associated attributes. This emphasizes that each startup team role has its light and shadow aspects and that the division into archetypes and anti-archetypes of the model, while useful, is not entirely sharply distinguishable. When applying the archetype model, it is important to note that it does not describe personality traits or types but rather ways of thinking and behavior patterns, which can be consciously assumed pertaining to the needs of a situation. When assessing an entrepreneurial opportunity, it is particularly useful to consciously take on the role of the devil's advocate.

Conclusion

This study elucidated the identification of a crucial role in startups, as unveiled in the qualitative research conducted by Miller and Pätzmann (2023). The attributes of a fact-based, analytical, managerial, and questioning mindset found resonance in the figure of the devil's advocate,

seamlessly integrating into the archetypical model alongside the associated personality test. This role counteracts the danger of groupthink and ensures that entrepreneurial decision making is backed by solid data.

It is essential to emphasize that archetypes should be viewed not as fixed personality types but as distinct ways of thinking, with individuals naturally gravitating toward certain cognitive patterns. The strength of the archetypical model lies in its capacity to make founding teams cognizant of these varied mindsets, allowing them to adapt and switch between different approaches based on situational needs for optimal outcomes. This facilitates a balanced team dynamic, where new ideas are consistently examined through the lens of the devil's advocate and supported by robust data.

While the present study contributes valuable insights into the ideal configuration of archetypical roles within founding teams, it acknowledges limitations, particularly the non-representative sample in the quantitative study, emphasizing its role as a trend analysis. Future research avenues may explore how potentially conflicting archetypical roles, such as the devil's advocate and the artist, can be consciously managed to harness their collective potential for the success of startups.

References

Bacon, S. (2003). *Die Macht der Metaphern* (2nd rev. ed.). ZIEL.

Bedenk, S., & Mieg, H. A. (2018). Failure in innovation decision making. *Strategies in failure management: Scientific insights, case studies and tools*, 95-106.

Belbin, R. M. (2010). *Management Teams* (3rd ed.). Routledge.

Bischof, N. (2001). *Das Rätsel Ödipus* (5th ed.). Piper.

Bischof, N. (n.d.). *Das Zürcher Modell der sozialen Motivation*. Retrieved 23.11.2021 from https://www.bischof.com/norbert_forschung.html

Brattström, A., Delmar, F., Johnson, A. R., & Wennberg, K. (2020). A longitudinal project of new venture teamwork and outcomes. In *Research Handbook on Entrepreneurial Behavior, Practice and Process* (pp. 309-334). Edward Elgar Publishing. https://doi.org/10.4337/9781788114523.00023

Carducci, B. J. (2009). *The psychology of personality* (2nd ed.). Wiley-Blackwell.

Carr, A. (2002). Jung, archetypes and mirroring in organizational change management: Lessons from a longitudinal case study. *Journal of Organizational Change Management*, *15*(5), 477-489.

Cerdeira, N., & Kotashev, K. (2021, 25.03.2021). *Startup Failure Rate: Ultimate Report + Infographic [2021]*. Failory. Retrieved 31.12.2021 from https://www.failory.com/blog/startup-failure-rate

Collin, C. (2012). *Das Psychologie-Buch*. Dorling Kindersley.

Cunico, G., Zimmermann, N., & Videira, N. (2023). Playing the new devil's advocate role in facilitated modelling processes to address group homogeneity. *Journal of the Operational Research Society*, 1-24. https://doi.org/10.1080/01605682.2023.2263101

Czarniawska-Joerges, B., & Wolff, R. (1991). Leaders, Managers, Entrepreneurs on and off the Organizational Stage. *Organization Studies*, *12*(4), 529-546.

de Mol, E., Khapova, S. N., & Elfring, T. (2015). Entrepreneurial Team Cognition: A Review. *International Journal of Management Reviews*, *17*, 232-255. https://doi.org/10.1111/ijmr.12055

Dick, R. v., & West, M. A. (2005). *Teamwork, Teamdiagnose, Teamentwicklung*. Hogrefe.

Dudenverlag. (n.d.). *Advocatus Diaboli*. Retrieved 03.08.2023 from https://www.duden.de/node/2943/revision/1443186

Gräf, L. (2010). *Online-Befragung*. LIT.

Jin, L., Madison, K., Kraiczy, N. D., Kellermanns, F. W., Crook, T. R., & Xi, J. (2017). Entrepreneurial Team Composition Characteristics and New Venture Performance: A Meta–Analysis. *Entrepreneurship Theory and Practice*, *41*(5), 743-771. https://doi.org/10.1111/etap.12232

Jung, C. G. (2018). *Archetypen*. Patmos Verlag.

Kleine Wieskamp, P. (2019). *Visual Storytelling im Business*. Hanser.

Klotz, A. C., Hmieleski, K. M., Bradley, B. H., & Busenitz, L. W. (2013). New Venture Teams: A Review of the Literature and Roadmap for Future Research. *Journal of Management*, *40*(1), 226-255. https://doi.org/10.1177/0149206313493325

Kociatkiewicz, J., & Kostera, M. (2012). The Good Manager: An Archetypical Quest for Morally Sustainable Leadership. *Organization Studies*, *33*(7), 861-878. https://doi.org/10.1177/0170840612445124

Kollmann, T., Stöckmann, C., Meves, Y., & Kensbock, J. M. (2017). When members of entrepreneurial teams differ: linking diversity in individual-level entrepreneurial orientation to team performance. *Small Business Economics*, *48*, 843-859. https://doi.org/10.1007/s11187-016-9818-6

Kostera, M. (2012). *Organizations and Archetypes*. Edward Elgar.

Kozusznik, M. W., Aaldering, H., & Euwema, M. C. (2020). Star(tup) wars: decoupling task from relationship conflict. *International Journal of Conflict Management*, *31*(3), 393-415. https://doi.org/10.1108/IJCMA-09-2019-0167

Lawshe, C. H. (1975). A Quantitative Approach to Content Validity [Article]. *Personnel Psychology*, *28*(4), 563-575. https://doi.org/10.1111/j.1744-6570.1975.tb01393.x

MacDougall, C., & Baum, F. (1997). The Devil's Advocate: A Strategy to Avoid Groupthink and Stimulate Discussion in Focus Groups. *Qualitative Health Research*, *7*(4), 532-541. https://doi.org/10.1177/104973239700700407

Mark, M., & Pearson, C. S. (2001). *The Hero and the Outlaw*. McGraw-Hill.

Marneros, A. (2018). *Mein Bruder Sisyphos, mein Freund der Minotauros*. Springer.

Mayring, P. (2010). *Qualitative Inhaltsanalyse* (11th rev. ed.). Beltz.

Miller, V., & Pätzmann, J. U. (2023). *Archetypical Roles in Startups: Eight Personality Traits You Need in Your Founding Team* (1st ed.). Springer International Publishing.

Miller, V., Pätzmann, J. U., Holzmann, V., & Schallmo, D. (2022, 28-30 November). Identifying Roles in Innovative Teams: Validating the Archetypical Personality Test. ISPIM CONNECTS ATHENS: The Role of Innovation: Past, Present, Future, Manchester.

Moxnes, P. (1999). Deep Roles: Twelve Primordial Roles of Mind and Organization. *Human Relations*, *52*(11), 1427-1444.

Moxnes, P. (2013). The Hero's dream and other primordial patterns of imagery Archetypal influences on organisational fantasies and ideations. *Journal of Organizational Change Management*, *26*(4), 638-653. https://doi.org/10.1108/JOCM-02-2013-0023

Moxnes, P., & Moxnes, A. (2016). Are We Sucked into Fairy Tale Roles? Role Archetypes in Imagination and Organization. *Organization Studies*, *37*(10), 1519-1539. https://doi.org/0.1177/0170840616634135

Pätzmann, J., & Adamczyk, Y. (2020). *Customer Insights mit Archetypen*. Springer Gabler.

Pätzmann, J., & Genrich, R. (2020). *Employer Branding mit Archetypen*. Springer Gabler.

Pätzmann, J., & Hartwig, J. (2018). *Markenführung mit Archetypen*. Springer Gabler.

Pätzmann, J., & Kübler, C. (2023). Archetypes and Colours: Findings of a Quantitative Study and Their Relevance for Start-Up Brands. In D. Schallmo, J. Pätzmann, & T. Clauß (Eds.), *Entrepreneurship in the Digital Era: Case Studies, Approaches, and Tools for Ecosystems, Business Models, and Technologies* (pp. 147-175). https://doi.org/10.1007/978-3-031-43188-3_8

Pearson, C. S. (n.d.). *Assessments for Discovering the Archetypes Active In Your Life and Work*. Retrieved 26.01.2022 from https://www.carolspearson.com/about/archetypal-assessment-pearson-marr-archetype-indicator-r

Ritter, L. (2008). *Erfolgreich werben mit Archetypen - Helden und Narren in der Werbung*. VDM Verlag Dr. Müller.

Roesler, C. (2016). *Das Archetypenkonzept C.G. Jungs* (1st ed.). Verlag W. Kohlhammer.

Ruef, M. (2010). *The Entrepreneurial Group: Social Identities, Relations, and Collective Action*. Princeton University Press.

Steinecke, S., & Pätzmann, J. (2023). Logo Creation with Archetypes: Using Archetypical Shapes to Design Brand-Compliant Logos for Start-Ups. In (pp. 117-146). https://doi.org/10.1007/978-3-031-43188-3_7

Suter, B. (2016). The Collective Unconscious as Culprit: Archetypal Projections from the Unconscious in Video Games (and Film). In S. B. Schafer (Ed.), *Exploring the Collective Unconscious in the Age of Digital Media* (pp. 129-155). IGI Global.

Wasserman, N. (2012). *The founder's dilemmas: Anticipating and avoiding the pitfalls that can sink a startup*. Princeton University Press.

Wertime, K. (2002). *Building Brands & Believers*. Wiley.

Wulff, D. M. (1997). *Psychology of Religion: Classic and Contemporary* (2nd ed.). Wiley.