

## Appendix VIII

### Validation Survey Results and Supplemental Comments

#### Survey Results

Questions:	1 a)	1 b)	1 c)	2 a)	2 b)	2 c)	2 d)	2 e)	3 a)	3 b)	3 c)	4
Responses	4	4	4	4	4	4	0	4	4	4	0	4
	4	4	4	3	3	4	0	4	4	4	4	4
	3	4	0	4	3	4	3	3	4	2	4	3
	4	4	4	4	0	0	3	4	3	0	4	4
	4	4	4	4	4	4	4	4	4	4	4	4
	4	4	4	4	4	4	4	4	4	3	4	4
	4	3	3	3	0	3	2	4	3	3	3	0
	4	4	0	3	3	4	3	4	4	4	4	4
Mean	3.9	3.9	2.9	3.6	2.6	3.4	2.4	3.9	3.8	3.0	3.4	3.4
Standard Deviation	0.4	0.4	1.8	0.5	1.7	1.4	1.6	0.4	0.5	1.4	1.4	1.4

#### Additional Comments by Respondents:

Questions	Comments
<b>1 a)</b>	- No comments
<b>1 b)</b>	-Agree! The two companies I have worked with that were program drop outs, demonstrated the lack of this in their CEO's.
<b>1 c)</b>	Agree. Same comment as above.
<b>2 a)</b>	-The style of leaders from manufacturing organizations will differ from services organizations. -I agree with this statement with the provision that there are times when the leader in a small business steps up and simply says "get it done." This may be necessary because a small business does not always have the optimum number of personnel to institute a process based service management system within the organization.
<b>2 b)</b>	-The style of leaders from manufacturing organizations will differ from services organizations. -Yes, but I have experience at least one who I would say is this style who was a good CEO. But, the program is too new to say if it will be sustained.
<b>2 c)</b>	-I would agree. -I agree with this statement. I observed that organizational change in a small business to a process driven service management system required leadership to consistently apply sensing, committing, communicating and coordinating to "herd the cats," as it were, to an understanding of how the business would be run going forward. There needed to be a consistent "buy-in" or "what's in it for me" approach to effect lasting change.

2 d)	<p>-While the failures I have seen were of this type leadership, I have also seen good implementations with CEOs that I would place in the Transactional type. I have also seen some that I thought were transformational, but later learned it was a show and that profit through a transaction management style was their only motive. It took a lot of time to see it. Understand that profit has to be a motive for any company.</p>
2 e)	<p>-Pretty essential to have some characteristics of transactional.</p>
3 a)	<p><b>No comments</b></p>
3 b)	<p><b>No comments</b></p>
3 c)	<p>-Can't say I have enough experience in this area to make a rating. I have seen the double loop type learning, but did not know the CEO well enough to make a call on the management style. Mid managers that I got to know did seem to be transformational and very super managers at getting their people involve and to accept ownership of their work.</p>
4	<p>-I like it and believe it to be realistic.          -Reflects an in depth understanding of key elements for leadership.          -The model seems to provide users with an interesting perspective coupling the psychology of leadership behaviour and style to entrepreneurial skill sets and performance measures.          -This Model is excellent tool that can be used in implementing management systems, providing a reference and experience on how to improve the likelihood of implementing and sustaining process improvement.          - I am an organizational development practitioner with almost 25 years' experience in both private and public sector leadership and organizational change, I feel that this study and model integrates several different but related concepts. I also believe it does so in a way that from an academic/theoretical perspective creates a deeper understanding of leadership behaviour and its implications for change and other important outcomes. It also raises important questions that will no doubt spur additional research. From a practitioner perspective it provides a framework that will be useful in addressing planned organizational change and suggests behaviour-outcome relationships that will enable leaders to act more proactively to address specific challenges/goals.</p>
<p><b>Overall Discussions</b></p>	<p>-I really enjoyed your presentation. You presented very complex theories in a very practical way that even I could understand.          -I believe the concepts that you presented would work for high technology services as you presented but not for manufacturing sector. You are dealing with an entirely different mindset when it comes to employees. For example if you are in a manufacturing environment and as a leader I tell an employee “ go down to the lake and bring me a bucket of water” that employee would probably be satisfied with that objective. But if I was in a high tech environment I would probably say to the employee “go down to the lake and bring me water to get the job done”. They would be happy and motivated ....as a leader you have to know the difference and know what it take to motivate your employees.          - As a practitioner I will be selfish and say I really like the model because it can help me do my job better. It can be useful in when I help companies with process change initiatives.          -I'm not familiar with the inductive research method.          -Having seen what I've seen over the years in consulting, the conclusions make sense.          -Did you consider the Big 5 Model?          - How about the Leader/follower behaviour?</p>