

## **Appendix II**

### **Letter of Invitation to Participate in Study**

XX/XX/11

Ref: Request to Participate in Research Study

Dear Research Participant:

I am conducting a research survey as part of my doctorate thesis in business administration at Edinburgh Business School at Heriot Watt University in Scotland, with sponsorship from the Morehouse College Entrepreneurship Center. Few studies have been conducted on the influence of leader behaviour on the creation of a firm's dynamic capabilities. This research explores the relationship between leadership behaviour and the process of innovation as a dynamic capability in small firms. As you are aware, these systems are very costly and require significant resources to implement. The federal government often requires certification or ratings in one of the two more commonly accepted process improvement methodology of either ISO 9001: 2000 or Capability Maturity Model Integration (CMMI) to participate in federal contracting business. These systems are highly recommended as one of the deliverables under the Department of Defense Mentor Protégé Program as part of developmental assistance strategy for small business growth and sustainability. It is the intent of my research to bring new knowledge in the area of small business strategy implementation and to provide data to inform public policy as it relates to small business growth and development.

I am asking if XXX, Inc., would agree to be a part of this research project. I plan to use both quantitative and qualitative methods by utilizing both questionnaire and interview techniques. I will need to interview senior management and employees involved with an episode of change (i.e., implementation of a process innovation system). These interviews and review of relevant documentation as it relates to the process innovation system should take no more than 40-60 minutes per session. I will also need a signed consent form indicating your willingness to participate in the research.

Please be assured that all information obtained for this research project will be handled with the utmost respect to confidentiality and nondisclosure of proprietary information. I will be happy to sign a nondisclosure agreement. I hope you will agree

to participate in this research. I would appreciate a confirmation from you by XXXX, 2011. Thank you so much for your consideration.

Warm regards,

Tiffany Bussey