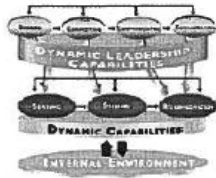


Appendix VII

PowerPoint Presentation

Finding #1



- a) Multiple recurring leadership practices of sensing, committing, communicating, coordinating during process reconfiguration.
- b) In the presence of these distinctive and recurring leadership practices change coheres and builds sustaining process reconfiguration.
- c) In the absence of these distinctive and recurring leadership practices change dissipates.

Definitions

Leadership Styles

- Transformational: motivate followers by creating vision for the future and supporting performance that goes beyond expectations in an environment that promotes creativity and innovation. Usually involves idealized influence, inspirational motivation, intellectual stimulation and individual consideration.
- Transactional: influence followers by setting goals, clarifying desired outcomes, providing feedback and rewards.
- Ambidextrous: combination of both transformational and transactional styles

Finding #2



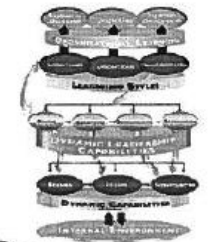
- a) Leaders with transformational leadership style performed recurring practices in a co-constitutional manner.
- b) Leaders with transactional leadership style performed recurring practices in a sequential manner.
- c) In the presence of transformational style process reconfiguration was sustained.
- d) In the presence of transactional style process reconfiguration dissipated.
- e) Transformational leaders all practices some form of ambidextrous leadership style.

Definitions

Organizational Learning

- Explorative (feed-forward learning): how individual learning becomes institutionalized team learning
- Exploitative (feedback learning): how institutionalized learning affects the individual
- Double Loop: where both feedback and feed-forward learning is taking place.

Finding # 3



- a) Leaders with transformational leadership style enabled explorative organizational learning.
- b) Leaders with transactional leadership style enabled exploitative organizational learning.
- c) Leaders with ambidextrous leadership style enabled double loop learning.

Definitions

Dynamic Managerial Capabilities (Helfat et al, 2007)

- Technical Fitness: how effectively a capability performs its intended functions
- Evolutionary Fitness: how well a dynamic capability enables a firm to make a living by creating, extending or modifying its resource base
- Dynamic Leadership Capabilities Model
 - Entrepreneurial Fitness: the ability of a firm to change, adopt and reconfigure its self and its environment from the firm level. This ability is positively influenced by transformational leadership style and patterned organizational learning enabled by specific leadership practices of sensing, committing, communicating and coordinating on a repeatable and continuous basis.

Leadership Behavior and Strategic Change in Sustained High Performing Technology Small Firms

Tiffany Rogers Bussey
Edinburgh Business School
Heriot-Watt University

Motivation

- With over more than 20 years of practitioners experience working with small growth firms implementing process improvement systems, I saw some firms have an easier time than others implementing change.
- I had a hunch that leadership influenced the outcome of process reconfiguration and found this to be of much interest and value for research given the importance of small firms in the economy and the gap of research in this area.
- This study seeks to understand the relationship of leadership behavior and strategic change.

Purpose/Question/Objectives

- Purpose:** inductive theory building to explore the links between leadership behavior and strategic change in sustained high performing small firms.
- Question:** How does leadership behavior influence process reconfiguration in sustained high performing small firms?
- Objectives:**
 - Explore specific leadership behavior that contributes to process reconfiguration
 - Address a gap in the dynamic capabilities literature on the specifics and actual practices of leadership and learning
 - Build a theory explaining the links between leadership behavior and strategic organizational change

Methodology

- Mixed method (predominately qualitative) inductive multiple case study.** Providing deep understanding of reflective engagement with the case study participants. (Huff, 2000)
- Sample:** 5 purposely selected small high performing technology firms in the US federal sector.
- Unit of analysis:** an episode of change defined as an implementation of a process innovation initiative within the past 5 years.

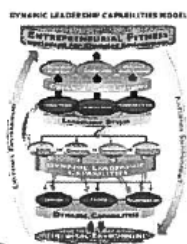
Methodology

- Leader defined as the entrepreneur-manager of the small firm.**
- Small firms defined as having less than 300 employees.**
- Sustained high performance defined as periods of significant growth (>5 years) and industry recognition and awards.**
- Data was collected through semi-structured interviews (N=30), field notes, company secondary data (websites, internal reports, meeting minutes) and Multifactor Leadership Questionnaire (Self/Rater).**

Definitions

- Dynamic Capabilities Framework (Teece, 2009)**
 - Sensing:** ability to spot, interpret and pursue opportunities to meet customers needs
 - Seizing:** ability to quickly capture and commit resources
 - Reconfiguration:** ability to create, adjust and if necessary replace business models including processes
- Dynamic Leadership Capabilities**
 - Sensing:** same as above
 - Committing:** to provide resources (overhead labor, leaders time, investment in technology)
 - Communicating:** to influence attention focus by articulating the vision and motivate others to willingly participate in the change process
 - Coordinating:** ability to orchestrate, deploy and integrate tasks and resource activities

Proposed Theory



- Data suggest that 'entrepreneurial fitness' is related to transformational leadership style and patterned learning enabled by dynamic capabilities of sensing, committing, communicating and coordinating on a repeatable and continuous basis.
- Data implies that Dynamic Managerial Capabilities addresses technical and evolutionary fitness on the organizational level while Dynamic Leadership Capabilities addresses entrepreneurial fitness on the firm level.

Feedback

- Does the research as presented makes sense?
- What are some areas for improvement?
- What are some recommendations for making the most of the message?
- Please complete the validation questionnaire.
- Thank you for your time!