Appendix VII

PowerPoint Presentation

Finding #1
- a) Multiple recurring leadership practices: sensing, communicating, coordinating, aligning, and interacting.
- b) In the presence of these disruptive and recurring leadership practices change occurs and facilitates sustaining process reconfiguration.
- c) In the absence of these disruptive 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 identification of influence, identification of means, or both; rationalization and individual consideration.
  - Transactional: Influence followers by setting goals, establishing clear outcomes, providing feedback and rewards.
- Ambidexterity: Combination of both transformational and transactional styles.

Finding #2
- a) Leaders with transformational leadership style enabled explorative organizational learning.
- b) Leaders with transactional leadership style enabled exploitative organizational learning.
- c) In the presence of transformational leadership style, organizational learning practices were enhanced.
- d) In the presence of transactional leadership style, organizational learning practices were diminished.
- e) Transformational leaders at practices some form of ambidextrous leadership style.

Definitions
- Organizational Learning
  - Expansive (feed-back 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 exploitative and explorative learning.

Definitions
- Dynamic Managerial Capabilities (Helfat et al., 2007)
  - Technical Fitness: How effectively a capable employee performs its intended functions.
  - Environmental Fitness: How well a dynamic capability enables a firm to execute a living by creating, extending, or modifying its resource base.
- Dynamic Leadership Capabilities Model
  - Dynamic Fit: The ability of a firm to change, adapt and negotiate its self and its environment from the top-down. This ability is partially influenced by transformational leadership style and generates organizational learning enabled by specific leadership practices of sensing, communicating, coordinating and coordinating on a reasonable and continuous basis.
Leadership Behavior and Strategic Change in Sustained High Performing Technology Small Firms

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Motivation
- With over 20 years of practitioners experience working with small technology firms implementing process improvement systems, I was aware that firms have an easier time than others implementing change.
- I had a hunch that leadership influenced the outcomes 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:
  1. Explore specific leadership behavior that correlates to process renewal.
  2. Address a gap in the dynamic capabilities literature on the specifics and actual practice of leadership and learning.
  3. Build a theory indicating the links between leadership behavior and strategic organizational change.

Methodology
- Mixed method (predominantly 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=20), field notes, company secondary data (websites, internal reports, meeting minutes) and Multi-Faceted Leadership Questionnaire (Self/Rater).

Definitions
- Dynamic Capabilities Framework (Teece, 2009)
  - Seeking: ability to spot, interpret and pursue opportunities to meet customers needs
  - Scaling: ability to quickly capture and convert resources
  - Reconfiguration: ability to create, adjust and if necessary replace business processes
- Dynamic Leadership Capabilities
  - Seeker, Learner, Creator: to provide resources (overhead, labor, leadership time, innovation), develop and acquire
  - Communicating, Motivating: to influence attention focus by articulating the vision and inspiring team to engage in change process
  - Co-creating, Enabling: to orchestrate, deploy and integrate tools and resource activities

Feedback
- Does the research as presented make 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!