Influence of leadership behaviors and attitudes on innovativeness' of employees.

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In the rapidly changing environment that organizations face nowadays, it is necessary to stimulate innovation in order to survive. In the past, R&D departments paid attention to innovative ideas, but research reveals that the most innovative ideas do not come from R&D departments only; employees are seen as the most important source, that can actually foster innovation within organizations. Leaders play an important role in stimulating the innovative work behavior of employees, because they motivate and inspire employees to do so. An extensive literature research indicated that there is a relationship between showing and applying leadership behaviors and the innovativeness' of employees. This study explains this relationship and identifies which leadership behaviors seems to be most appropriate to stimulate the innovative behavior of the employee. The relation-oriented behaviors like providing coaching and advice, opportunities for skill development, allowing substantial responsibility and discretion in work activities and showing empathy are found to be most important to stimulate the innovative behavior of employees. These types of behaviors match with the transformational and participative leadership style. Next to that, our findings shows that a good relationship between the leader and the employee is crucial and essential to foster this kind of behavior and is next to granting freedom to the employee, the main factor in stimulating employee innovativeness'. By making use of a modified version of the taxonomy of leadership behaviors, we identified which type of behavior was present and applied by the respondents, influenced the behavior of employees and stimulates them to be more innovative-minded.

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1. INTRODUCTION

Overall, innovation and leadership are two very important concepts nowadays in business. Innovation is necessary for organisations to survive and to compete with others; it is a 'must' to come up with new ideas and to pay attention to the way in which other organisations do things, so that you will be ahead of the competition. Due to a growing amount of (new) entrants in the market nowadays - which is caused by the worldwide market-globalization- it is of high importance that the organisation has a listening ear for their (potential) customers. In the past, R&D departments of organisations were expected to pay attention to the concept of innovation. But, research shows that the most novel ideas do not come from R&D departments only, but also from a source which - in the first instance- not seems to be so obvious, namely employees. But there is a logical explanation for this: the external environment becomes more and more important, and because of the fact that employees are exposed to forces which are coming from outside the organisation, they are more perceptive in recognizing and analyze what the customers really need (O' Riordan and Humphreys, 2009). So, one way in which organisations can actually be innovative is to stimulate their employees to come up with new ideas. Many researchers and scientists give support to the view that an employees' level of innovativeness can contribute to the overall performance of the organization. Katz (1964) claimed that *'... an organisation which depends solely upon its blueprints of prescribed behavior is a very fragile social system'* (p.132). We are living in a knowledge-based society, so we may conclude that work has also become more knowledge-based. So employees are seen as an essential factor to actualize innovations and they can contribute to the improvement of the overall performance of the firm. However, this is not possible without the support from a leader (Ruigrok et.al, 2000). Taking a look at previous research on becoming more innovative in a work-related context, it becomes clear that innovative conduct is determined by reciprocities of individuals with others. The leaders play an important role in encouraging or discouraging the employees and are seen as a driving force behind employees' innovative work behavior (Zhou & Shalley, 2003; Anderson, de Dreu & Nijstad, 2004). As mentioned above, employees are seen as an essential source to innovative ideas, but fostering innovation requires an encouraging and stimulating environment. Leadership is seen as the most important pedestal for creating an environment like that (Waldman & Bass, 1991). These authors claim that if an organization wants to bring about innovative work behavior of employees, two leadership styles in particularly seems to play a significant role: transformational and transactional. With this study we try to expose which specific leadership behaviors seem to be appropriate to stimulate innovative behavior of employees. We expect that there are more leadership behaviors that encourage the innovative work behavior of employees, besides the transformational and transactional leadership style. So we want to gather more theoretical insight about which behaviors matches with a particular style. All this, leads to the following research question:

'Which specific leadership behaviors and attitudes influences the innovativeness's of employees?'

The added value of this study is the fact that attention will be paid to different leadership styles in contrast to other studies in which they only paid attention to a single leadership style. Leadership and innovation are two different concepts which are most of the time also investigated separately from each other. That is such a pity, because these two concepts can actually gain advantages from each other's outcomes. Of course there

has been conducted a lot of research about leadership and innovation, but the research that has been done in the field of innovation, is ruled by studies that identifies the leadership styles and behaviors that are dominant on the level of the organization and do not view it from the individual level, like we are doing in this research. Most of the literature that we found about innovation expose which leader behavior have a positive impact on the effectiveness and efficiency of organisations, instead of identifying on innovation-related outcomes. Richards & Moger (2006) also claim that researchers in the field of innovation consider leadership as a tacit factor, which means that leadership is considered as one of the many factors that is somehow related to innovation. So, leadership is - in relation to innovation- treated as a vague concept. Therefore, the main objective of this research is to try to identify the linkage between leadership styles and behaviors on the one hand and the innovativeness' of employees on the other hand. This research delivers an added value by focusing on the direct connection between leadership and innovation instead of viewing leadership from a tacit level, which is done in other research. Besides that, this research can be labelled as original, because both fields do not provide a explicit overviews of specific leadership styles and behaviors, leaders adopt to enhance the innovativeness' of employees. So, the attempt will be made to fill this void. This study aims to deliver a more profound insight into the role of leaders in the innovation-process by making use of an extensive literature research in combination with conducting in-depth interviews. Besides that, by doing this research, we can also say something about the contribution for organizations and industries. Entrepreneurial attitudes and behaviors are high on the agenda in organizations nowadays. Much research is done on this subject, but till now, we know little about how such attitudes and behaviors are developed in employees other than via training (De Jong, 2007). Work has become more knowledge-based and less rigidly defined. In this context it means that employees are able to 'help' the organization by generating (innovative) ideas for example. There are a few studies conducted, who focused on a single leadership perspective only. But, leadership plays a dominant role in the workplace, so this research tries to identify multiple leadership styles which seem to be suited. So, different leadership perspectives will be highlighted, which might be interesting to know, because the expectation is that in different kind of organizations and industries (type, size etc.), different kind of leadership behaviors are applicable and appropriate. This research suggests multiple ways in which organizations can stimulate, enhance and increase the level of the innovativeness' of employees by adopting a certain leadership style and by showing leadership behaviors that are suitable in different kind of situations.

2. LITERATURE REVIEW

In this part, the most important theories will be introduced and explained, even so the related concepts are defined which are of high importance for this study. In the first section, the focus is on leadership in particularly and in the second section, the paper outlines the concept of innovation and specifically the innovative behavior of employees.

2.1 Leadership

Leadership is often a concept that has many different meanings, and there is not a single, communally used definition according to Yukl (2002). If we take a look at the various definitions about leadership, there is a consistency about a few elements which leadership at least is about, namely 'influence', 'group'

and 'goal' (Bryman, 1992) The definition from De Jong (2007) reflects all these elements:

'Leadership is the process of influencing others to guide, structure and facilitate activities and relationships in a group or organization towards some kind of desired outcome'.

There are many different approaches to leadership and many different leadership styles are identified in previous literature about leadership. Decades ago, theorists focused on the characteristics and behaviors of leaders, but nowadays this focus is shifted and is on the role of followers and the nature of leadership (Bryman, 2992). Many authors focused on different kind of leadership styles, such as servant leadership (Smith et al., 2004), charismatic leadership (Conger, 1999; Shamir & Howell, 1999), transactional leadership (Bass, 1990; Jung, 2001) and transformational leadership (Waldman & Bass, 1991; Gumusluoglu & Ilsev, 2009; Bass 1996). The Laissez-faire leadership theory is best described by Antokanis et al. (2003). Laissez-faire leadership can also be defined as a delegative style. These types of leaders have a hands-off mentality and involve individuals of the group to make the final decision (Antokanis et al., 2003). The drawback of this theory is the fact that it produces the lowest productivity among group members. Bass (1996) underlines this feature by stating that *'this leading style is not only most inactive but also most ineffective in comparison to others to investigate innovative employee behavior'.* So, this paper will not take into account this leadership style, because it seems to be clear that it does not deliver a value to this research. From the late '60s till the early '80s the contingency approach was introduced, which core theme was that the effectiveness of leadership depends on the situation or task the employee needs to fulfill. The main feature of this approach is the fact that the effectiveness of the leadership approach is situation or context dependent (House, 2001). The literature available about contingent leadership do all have one thing in common: all research shows that the behavior of an effective leader is not all-embracing but rather coincidental. The style approach (behaviorist theory), situational, transformational and transactional theory are considered to best explain the degree of effectiveness of leadership. After the '80s there was an upcoming interest in a new kind of leadership; the new leadership approach, under which we can place the transformational and transactional theory of leadership. Likert (1967) was one of the first researchers who focused on the relationship between leadership behaviors and innovative behavior of employees. Clearly, the connection between leadership and the innovativeness' of employees can be best analyzed by using four leadership theories according to Bryman (1992) and Yukl (2002), namely the transformational, transactional, participative and the not so widely-known leader-member exchange theory. In the next sections, we will describe these theories to gain a better insight. These theories serve as the basis for the result part and to a certain extent, we found out that they reflect with some components of the taxonomy of Yukl (2002), which shows a distinction between three kinds of leadership behaviors that can actually stimulate the innovative work behavior of employees. Therefore it is useful and necessary that we describe each leadership style separately and identify which type of behaviors of Yukl's taxonomy matches with what kind of leadership style.

2.1.1. Transformational leadership

Leaders adopting a transformational leadership style are more proactive, raise awareness and help to achieve extraordinary goals (Antokanis et al., 2003). The famous work of James MacGregor Burns invoked the concept of transformational leadership. According to Burns, transformational leadership '*is a relationship of mutual stimulation and elevation that converts*

followers into leaders and may convert leaders into moral agents'. Transformational leadership is only an option when there is interaction between people, which will cause an increase in the degree of motivation of an individual. This leadership style is also seen as an amplification of the transactional leadership theory. The transformational leadership theory consists of four main elements, also known as the 4 I's: idealized influence (charisma), inspirational motivation, individualized consideration and intellectual stimulation (Bass, 1996). The first element - idealized influence (charisma) - has everything to do with the way in which a leader affects or influences the employees in the organization. The charisma of the leader, his confidence and power to influence the employees in such a way that they can identify themselves with the leader based on the leader's main goals, values and vision (Bass, 1996). Uncertainty exists about whether or not transformational leadership and charismatic leadership can be categorized as one and the same leadership style. The second component of transformational leadership inspirational motivation- deals with how to inspire the employees and other followers and how to create and optimize the consciousness of reciprocal goals (Howell & Hall-Merenda, 1999). Individualized consideration is the third component of this leadership style and concerns mentoring/coaching of employees. To fully stimulate the development of employees, it is highly recommended that the emphasis is on paying attention to individual differences and needs (Bass, 1996). The final component of this theory- intellectual stimulation- is considered to be the most efficacious if you want to stimulate and influence the innovative behavior of employees, because of the fact that intellectual stimulation results in an increased intrinsic motivation. (Howell & Hall-Merenda, 1999). Besides that, Antokanis et al. (2003) also delivered a huge value to the research on transformational leadership and states that this element includes that the leader encourages employees to be open-minded and solution-oriented, by asking their selves in which ways they can actually perform their job, which in turns leads to an increase in the intellectual abilities of the person involved. The adaptation for this leadership style highly depends on the vision of the organization and has also everything to do with the forces and the modifications that occur in the external environment (Smith et al., 2004).

2.1.2 Transactional leadership

The transactional theory deals with the exchange or transactional relationship between the employee and the leader (Smith et al., 2004: Bass, 1990). Bass supports his definition by stating that *'the transactional leadership style is a prescription for mediocrity, if the leader relies heavily on passive management by exception, intervening with his or her group only when procedures and standards for accomplishing tasks are not met'.* This leadership style can best be characterized by expectations, goals, contracts and work requirements determined by the leader in exchange for rewards for the employees if they fulfill the requirements (Antokanis et al., 2003). As a leader, you can either reward the employee or discipline him or her with negative management-by-exception (Bass, 1996). This leadership style receives the most critique when it comes to innovative work behavior of employees, because this style does not take into consideration efforts to foster employee creativity according to Jung (2001). However, the combination of transformational and transactional leadership can lead to a peak in the performance of employees, because of the fact that the combination of these two focuses on the exchanges or transactions between leaders and employees (Northouse, 2013, p.186).

So, transformational leadership results in the greatest effect, but these two together results in a performance that goes beyond expectations. This is related to the collaborative, collective action generated by transformational leadership which empowers those who participate in the process (Bass, 1985; Northouse, 2004; Yukl, 2006). Conger and Kanungo (1988) also found a relationship between these two styles: transformational and transactional leadership are both strongly related to satisfaction, leadership skill competency (Moore, 2003), and innovative work behavior (Stumpf, 2003). Even though, the transactional leadership theory alone does not encourage the innovativeness' of employees; this style is necessary if you want to reach a performance beyond expectations.

2.1.3 Participative leadership

The participative leadership theory is used a lot to investigate the connection between leader behaviors and employees' innovative behavior and involves the use of various decision-making procedures (Yukl, 2002). These procedures - in turn-establish to what extent an employee is able to affect the decisions being made by the leader and are autonomous in performing their tasks. Richards & Moger (2006) found empirical support for the positive effect of this leadership style on the individual innovation. Kanter (1983) studied the behavior of managers in the consultancy-sector and concluded that delegation and encouraging employees led to a feeling that they own a part of the organisation, because they are allowed to take their own decisions and divide activities among their colleagues. All this induced an increase in the idea generation process of the employee. According to Yukl (2002), this leadership style can be seen in many different forms such as consultation, delegation/empowerment and collective decision making.

2.1.4 LMX theory

This type of leadership theory particularly focuses on the kind of relationship between the leader and the employee. As probably seems logical, the kind of relationship between a leader and an employee determines the level of satisfaction, the overall performance, role clarity and to which degree an employee shows commitment. (Yukl, 2002). These types of outcomes matches the task-oriented category of Yukl (2002) in which clarity about roles is seen as important for stimulating innovative work behavior. Graen and Scandura (1987) even found empirical evidence that a good relationship between a leader and an employee is related to innovativeness on an individual level. If you want to build up a good relationship it is essential to assign challenging tasks to the employees, give them freedom to take risks on their own and to give them the confirmation that they perform their work well. This all contributes to the facilitation of individual innovation (Graen & Scandura, 1987).

From here on, I propose that there is not a single leadership style (including the many forms of behaviors it can be seen in) that stimulates the innovative behavior of employees. It looks like there is more than just one style that has elements which are needed to stimulate creative thinking, idea generation and the application behavior of employees.

Proposition 1: The combination of different leadership styles has the biggest influence on the innovativeness' of employees and seems to be most effective when you want to stimulate such behavior.

2.2 Innovation

To fully understand what the innovative behavior of an employee actually means, it is first of all important to define innovation. This term is defined in several ways and nowadays re-defined many times. However, one of the first encompassing definitions about innovation was from Schumpeter (1934): *'Innovation is the creation and implementation of 'new combinations' related to new products, services, work processes or markets'.* Novelty is considered to be the main element, where every author emphasizes on. Also, not completely unimportant to mention, is the fact that the innovation process is build up out of three so-called 'stages', namely initiation, adoption and implementation (King & Anderson, 2002).

2.2.1 Employee innovativeness'

Obviously, innovation and employee innovativeness' have something in common. The innovative behavior of employees can be seen a versatile construct, because it captures all kinds of behaviors throughout employees are able to deliver a contribution to the process of innovation (De Jong & Den Hartog, 2007). In many literature studies there has been spoken about innovation and creativity, which are seen as interchangeable (Scott and Bruce, 1994). But, creativity is about the generation of novel ideas that might be useful or can be seen as something that has been done for the first time (Woodman et al., 1993). In addition to this definition of creativity, talking about innovation, the emphasis is on a whole process or activity whose aim is to develop, carry, react to and modify ideas (Van de Ven, 1986). So, these two constructs do not emphasize on the same, but are clearly distinct. Scott and Bruce (1994) stresses out the three-stage process of individual innovative behavior, which respectively start with the recognition of a problem and tries to develop a solution or ideas in which he or she can adopt it. Then an employee looks for a way in which he or she can promote the solution and finally, the employee who exhibits innovative behavior, develops a prototype or model to let others experience what the innovation is about (Scott and Bruce, 1994). If we take into account all the literature mentioned above, than we are able to define innovative behavior as a process in which a person recognizes that there is a problem, for which he or she tries to develop a idea or solution and try to gain support for the innovation by developing a model or prototype, so that the innovation can be experienced by others.

2.2.2 Phases of innovative behavior of employees

The theory available about innovation stresses out that the process of innovation is best described by the activity-stage model. This model takes only into account two phases of the innovation process, namely initiation and implementation, because these phases are considered to be most important when you link it to leadership behaviors (Zaltman, Duncan & Holbek, 1973). The initiation phase shall eventually result in suggestions for different kind of innovations and the implementation phase focuses on the development and launching of the innovation. However, the adoption phase is also used several times as an important stage in the innovation process. Therefore, this study describes all the stages of the innovation process. The first phase is also known as initiation. The starting point is the identification of problems, which is the platform for the generation for new ideas. The process of idea generation works best when an employee engages in behaviors to explore possible opportunities, identify gaps and tries to come up with possible solutions for the existing problems (Axtell et al., 2000; Krause, 2004; Dorenbosch et al., 2005). Whether or not it is possible to come up with new ideas, depends on incongruities and discontinuities, which deals with things that do not have a certain fit with the patterns that are expected; for example not meeting the needs and requirements of the customer or the identification of ineffective working methods (Krause, 2004). In the second phase the idea will be- and definitely must be-

screened and evaluated. It is also of high importance to decide if the new generated idea will suit and eventually will reach its full potential within the climate of the organisation. The input of a new idea must subsequently leads to the development of products and services. (Hansen & Birkinshaw, 2008). As mentioned before, evaluating is very important. Matta (2011) also spoke about the 'evaluative behavior' in the adoption phase: *'The evaluation of an innovation allows the organisation to understand the suitability and fit of the innovation, the extent to and ways in which the innovation can be implemented, and the specific requirements the adoption of an innovation, including resources, person-power, training, and changes in organisational processes (p. 165-16.* In the third and final phase of the process, the produced model/prototype will extensively be tested to check and measure if it meets the level of effectiveness and efficiency it is considered to have (Carmeli & Spreitzer, 2009; Scott & Bruce, 1994). The role of the employee is also significant in the implementation phase because by showing application-oriented behavior, he or she can convince others of the value of the idea he or she has generated. Hansen & Birkinshaw (2008) also speak of a 'diffusion' phase, because you spread developed ideas within and outside the company in the final phase (p.1.).

3. METHODOLOGY

In this study, the data from conducting in-depth interviews and an extensively literature research must provide a valuable answer to the question which leadership behaviors and attitudes encourages employees to be innovative. The in-depth interview is one of the most important form of qualitative research, along with personal observation according to Babbie (2007). Because of the fact that leadership and the relation with innovative work behavior of employees is a relatively unexplored field, this is a suitable research technique (Eisenhardt, 1989). The advantage of an in-depth interview is the design; which is flexible, iterative, and continuous rather than prepared in advance and locked in stone. Besides that, we conducted literature research to collect background information about the subject. According to Strauss and Corbin (1990) it is important to combine in-depth interviews (explorative study) with literature research. First I pay attention to the respondents of this research, secondly I'll explain how I have collected the data and finally I'll tell something about the analysis of the data and use the results of the interviews as the input for answering the research question.

3.1 Respondents

In total, I have interviewed five respondents, but the whole group together conducted approximately eighty interviews. I make use of seventeen interview transcripts. The respondents are actively in multiple sectors like IT, consultancy and accounting, financial service, healthcare, E-commerce and social services. The participants are from the Netherlands and Germany. To fully investigate which leadership styles and behaviors seems to be most appropriate to stimulate the innovative behavior of employees, the interviewed people are the manager/CEO/leader/entrepreneur of the organisation and do at least have one year experience in a leadership position and three direct reports. The participants were selected by using our own network. The sample is homogenous and moreover have similarities related to the purpose of this investigation. Because of confidentially agreements with the participants and the danger for biased results, the full names of the participants and the names of the organisations will not be mentioned.

3.2 Data collection

The in-depth interviews were conducted by using an interview protocol which was established in advance. This protocol can be found in appendix 4. First of all, the respondents were asked to give some background information about their selves, main responsibilities, amount of direct reports and total years of experience in his or her specific position to get a clear image from the person in question. For this research, the in-depth interviews are an excellent tool to discover, explore and evaluate the respondent's feelings and meanings about a subject (Guion et.al, 2010). The proposed questions are all open-ended, which gives the respondent a certain kind of freedom in the way he or she wants to answer the questions. Before the interviews started, the respondents were encouraged to answer the questions the way they want and as extensively as possible. The interview is divided in four parts and starts with a main question. The main question is developed according the critical incident technique; this technique is useful when you want to gather important information about behavior in a specific situation. It is a pliable set of elements which must be modified and adapted to meet the specific situation at hand (Flanagan, J., 1954). The basic steps of the critical incident technique involve gathering incidents about what happened before, during and after 'the incident'. It is a requirement that the event- described by the respondent- has taken place recently. The respondents are asked to give an example in their careers when they led their employees in an entrepreneurial way. This question is divided in five sub-questions, which are drafted in such a way that it gives a clearer understanding and insight in the specific behaviors he or she demonstrated and what he or she exactly said. This question, together with the back-up question (by which we focus on innovation) are seen as the most important in determining something about leadership behaviors in relation to innovation. The questions in the second part of the interviews deal with contingency factors. In this part we wanted to determine in which circumstances the respondent led their employees in an entrepreneurial way and to what extent they believe it is useful. The last question of part two is important, because we ask the respondent to describe their leadership style. Critique might be that this is a very broad question, but it is straight to the point. In the third part we ask the respondent to give their opinion about the effect of leading their employees in an entrepreneurial way with regard to employee commitment, economic performance of the firm and the employee wellbeing or environmental sustainability. The final part consists of one question, in which the respondent is asked to give some final comments on this matter and to share some thoughts with us. The average duration of the interview was fifty minutes. Not all the interviews are recorded, because some respondents objected to that. During the interviews, comprehensive annotations are made.

3.3 Analysis

After finishing the interviews, the interview transcriptions has been made and the respondents were contacted for the second time and asked whether or not they had any comments or wanted to make some adjustments to their statements. My fellow students did the same and I also received their interview transcripts and read all the transcripts again, very carefully line by line. I made some notes about my first impression. After that, I labeled the relevant words, phrases, sentences and sections. This process is called coding or indexing. The whole coding process can be found in appendix 5. The relevant sections are marked. I decided that something is relevant in my opinion, because it has been repeated in several places, the statement of the interviewee surprised me or it reminds me of a theory or concept. Besides the coding of the interviews, I wanted to create an overview of which different leadership behaviors exist and how we can classify these styles. Therefore, I have used the taxonomy of the so-called 'leadership behaviors' as the fundament in this research and to find an answer on

proposition 1. Yukl (2002) conducted an empirical research which led to the identification of fourteen leadership behaviors. These leadership behaviors can be categorized into his taxonomy and clarifies what leaders do during their everyday work. This taxonomy is used as the underlying basis of the categorization of leadership behaviors and will simultaneously be checked for suitability by looking for similar responses of the respondents. I tried to move between the data from the interview and the literature, which resulted in a total of eight leadership behaviors that are related to the innovativeness' of employee (initiation and implementation stages) A total of six leadership behaviors of Yukl's taxonomy persist in my own overview. Whenever I felt that a leadership behavior did not match the responses of the interviewees, I dropped this category. I only included the leadership behaviors I surfaced in the interviews and matches the literature that links leaderships to employee innovativeness'. We discuss the findings in the next section.

4. FINDINGS

This section summarizes all the key findings of the interviews and we are making the linkage with the existing literature about leadership and employee innovativeness'. After conducting the interviews and the analysis of the literature, I made some adjustments in the taxonomy as designed by Yukl (2002). The table in appendix 1 gives us an impression about the leadership behaviors that are connected to innovative work behavior of employees according to my extensive literature research and the conducted in-depth interviews. The hierarchical taxonomy of leadership behaviors will show a three-factorial structure into an integrative model of leadership, namely behaviors that are (1) task-oriented, (2) relation-oriented and (3) change oriented. Table 1 represents my re-orientation of the taxonomy of Yukl (2002) and the three-factorial structure designed by Gordon & Taber (2002), and only takes into account the leadership behaviors that are applicable to this study in which I investigate the relationship between leadership behaviors and the innovative behavior of employees. A total overview of the taxonomy of Yukl (including the definitions of the behaviors) can be found in Appendix 1.

After I have worked on the coding process, I came up with several codes that seem to be most important and therefore I created some categories to bring the most important codes together. An overview of this can be found in Appendix 2. All the categories are labeled according the taxonomy of Yukl (2002). So, each label will be discussed in the next part.

When looking at the taxonomy in appendix 2, respectively behavior 2, 3, 4, 7 and 8 relate to the two most important stages of the innovation process, initiation and implementation. Behavior 1 (clarifying roles/ task assignment), 5 (development) and 6 (providing of vision) only refer to the initiation stage within the innovation process of employees.

4.1 Consulting

Consulting is about acting considerate and showing empathy towards your employees and if necessary, supporting when someone is confused or upset about something. Also in a stressful situation, or when someone needs to fulfill a difficult task, the leader must provide the employee with support and must try to encourage him or her as much as possible (Barrasa, 2003). It was quite remarkable that most of the respondents that have been interviewed stated that when we asked them the question *'How would you describe your leadership style'?*, many interviewees reacted first of all that they didn't saw their selves as a leader, but more like a colleague on the same work floor as the others. However, it was quite striking that most of the respondents thought that a good harmony between them and

the employees was considered to be most important when we asked them this question. One respondent outlined the importance of a good relationship between the leader and an employee:

"I think it is important that everyone enjoys their work and knows that they know that I'm willing to help if necessary. It is important that we are a team and the most important thing in a team is that you don't care only about yourself, but about every member in the team and also ask for their opinion when it comes to making decisions for the team''.

Another statement of a respondent shows that a leader asks their employees about their opinions which are raised in the weekly meetings and the monthly meetings with the board:

"......When it comes to the specified details of the work they are performing, they do know more than I do. Therefore it is important that I use their input, knowledge and ideas if I need to make decisions for the department....."

According to the investigation of Amabile et al. (2004), the leader of the most successful teams uses input from the employees in the decision-making process. The presence of consultation causes a boost to the level of motivation of the employees. This contributes to the generation of fresh ideas; every one of the team seems to be more motivated and that is all because of the fact that they have been taken seriously by their leader (because the leader uses their input for decision making). The above statement comes close to shared leadership, by which the leader is making optimal use of the abilities of an individual. This type of leading enhances people's involvement and motivation to generate ideas and to strive for successful implementation (Ruigrok et. al, 2000).

4.2 Delegating / Empowerment

According to the literature there has been found some strong support for a relationship between delegation and the two stages of the innovation process, initiation and implementation. Also, the respondents give their employees autonomy to determine independently how to do their job and giving substantial responsibility and discretion in work activities was highlighted many times and part of most respondent's leadership style. The word 'freedom' seems to be most important for the respondents; it was even explicitly mentioned twelve times:

"Most of the time we lead the employees to have more freedom to design the webpages".

and

"As a team leader I want my employees to feel comfortable and try only to guide them in the beginning by giving them the instructions from client. The rest I let them do on their own and even give them the freedom to decide when they can show me their results and ideas".

There was even a respondent who talked about a successful product, designed and developed by an employee. Just by giving freedom, the employee was able to realize this:

"...But one time at the beginning when I started working at the company, one employee had a completely new idea for web-design which we never used before. It is sort of an interactive starting page while the ones before were more simple and plain. (.........) He came with this idea to us and first we were skeptical, but wanted him to do the job and see where it would lead to. We gave him a team and the time he needed for that. It turned out amazing".

"I give the employees responsibilities and freedom in how they work and how they solve situations when something happens".

"It is better to let the employees solve situations on their own".

When the interviewer asked the respondent question 1.(i) (Why did you show this behaviors?), the respondent said that they thought it was interesting to see how the employee would handle the situation if they gave him/her so much freedom and authority. The respondent also mentioned that the employee showed more commitment and creativity after the development of the new web page.

These statements give support the finding that there is a linkage between delegation and initiation (idea generation) and implementation (application behavior). The study conducted by Krause (2004) also emphasized on this relationship and he concluded that assigning freedom and autonomy, positively affects various types of employee innovative behavior, including generation, testing and the implementation of useful ideas. Andrews and Farris (1967) found evidence that if you provide subordinates with more freedom to explore and challenge ideas, it will result in a higher innovation performance. As we have seen in the above statements, the employee had freedom in doing his/her job and that resulted in a successful launch of a new product. So, if leaders show this type of behavior, it leads to a higher innovative behavior among employees.

4.3 Developing

This relation-oriented behavior is about providing coaching and advice, providing opportunities for skill development and helping people how to improve their skills. These characteristics of this type of behavior also reflect in the answer that many respondents gave on the main interview question;

"Some people have more specified skills then others but we change up the teams too, so everyone can have a chance to show what they can do and improve their skills in a more fitting team".

and

"I put people together in a team mostly based on how many other projects there are and based on difference in the skills level, so that they can learn from each other and grow. So I only leave them doing what they can do and only be there as a coach".

Four respondents even said that they talked about this subject:

"We talk about how to improve the job skills".

When we asked respondents what kind of behaviors they show towards their employees and what their leadership style characterizes, then we see that approximately 82% of the respondents explicitly mentions the words 'coaching' and 'giving advice to employees' as the most important aspects of leadership. The above underlined phrases highlight the core characteristics where 'developing' is about. Many respondents think that it is important that employees are flexible and being capable to grow and develop multiple skills. There were a few examples given about employees with such a develop skills-level that they even came up with total new ideas. This category is not explicitly outlined in the current literature about leadership and innovative behavior of employees, but research about coaching and innovation shows us that if you want to make an organisation more 'open' to innovations, coaching seems to deliver a contribution to that (Rothman, 2010).

4.4 Supporting innovative thinking/ mental stimulation

It is important to challenge people to question their assumptions about the work and consider better ways to do it. The interviews indicated that if a leader supports innovative thinking, this could encourage employees in the innovation process:

"In general, my employees need to be creative. I leave my employees to work on the project themselves so they have more space to think and not being bound to old results and my own ideas. I want them to come up with new ideas. All the ideas are good; there is no 'bad' or 'wrong' idea".

and

"My employees know what I expect from them and what they can expect from me. I want them to be creative and come up with suggestions which will be extensively evaluated during the weekly meetings".

and

"...Being creative, take responsibility. These two are considered most important for us, that is where the company stands for".

These statements relate to the category 'stimulating innovative behavior' and to 'mental encouragement' as well. If a leader expects and demands an employee to come up with novel ideas, the employee expects the leader to be encouraging their work and attempts: this will lead to the demonstration of innovative behavior (Scott and Bruce, 1994). Also, a leader who encourage innovative efforts being made by the employee, results in a positive impact on the employee innovativeness' (Scott and Bruce, 1994). Besides that, the study of Basu and Green (1997) revealed that employees are more motivated and willing to generate and implement innovative ideas when the leader doesn't punish or speak about 'disgrace' if it didn't turned out the way it was supposed to be. When looking at the first and second statement, I can conclude that the findings matches with the empirical evidence found by other researchers.

4.5 Clarifying roles / task assignment

Overall, in every business it is important that tasks are assigned and that the leader explains which job responsibilities, task objectives and performance expectations he has established for his/her employees. Many respondents outline that they think it is of high importance that the employee knows what is expected from the leader, possess the appropriate skills and take responsibility for their actions. The following statement support that the interviewed leader assign their employees with tasks:

"The strength of leadership is about giving responsibilities to the employees".

"I explain what the common goal is".

"I only give instructions and explain what needs to be done".

It seems that the respondents assign tasks to the employees and explain what the job responsibilities are. When looking at the literature, we see that task assignment does has an influence on the idea generation'. When a task is challenging, it seems to trigger creativity (Amabile, 1988). However, the respondents didn't speak about the degree in which a task needs to be challenging. We consider this category as less important, compared to other facets of leadership.

4.6 Recognizing

A good leader must recognize how an employee performs, give compliments for what he or she has performed and needs to appreciate the suggestions made by the employee. We already showed an example in which an employee came up with his own initiative, which was a huge success and the employee was even recommended by the client. So, it is about providing praise and recognition for effective performance, special contributions or performance improvements. Approximately four respondents said that he or she regularly gives compliments when an employee is doing a good job. However, the majority of the respondents didn't explicitly mention something about recognition. Under heading 4.2 (Delegating /

Empowerment), I show an example of a successful innovative idea by which the employee even didn't need to convince the leader and the management of his idea. He or she got the resources and time to work out his or her idea. According to Nijhof et al. (2002) this has stimulated the future idea generation process of that person. The employee investigated that if managers pay attention to someone's idea and listen to it and do not have to proof something, they seems to adopt a more 'open' attitude towards future idea generation.

4.7 Providing of vision

The providing of vision to stimulate the innovative behavior of employees is very important according to the literature. Nevertheless, when you look at the statements from the respondents, only 24% talked about how important it was for them to share their vision with the employees. One of the respondents who mentioned it, was even an innovative company who only focuses on creating and developing novel ideas. This innovative-oriented organisation clearly understands what the contribution is of sharing your vision with the employees. There are several studies that have made the connection between providing a vision and initiation and implementation (Gerbert et al. 2003). However, our respondents do not seem to know what the added value is of providing a vision and it is not something that characterizes their leadership style and behavior.

4.8 Innovative role model

Acting as an innovative role model stimulates the creativity in followers (Jaussi and Dionne, 2003). 35 % talked about being a role model. I analyzed that only one respondent really acted like an 'innovative' role model:

"I try to set an example of how to do it. I do not say to my employees, 'do it this way'. No, my job is to find out how the employee does it differently and can apply this in order to gain success".

This respondent also said that he or she is always looking for better ways to do things, and expects that also from his or her employees. Gordon & Taber (2002) found empirical evidence that supports the link between innovative role-modeling and idea generation. Leaders who act in a creative way are more likely to 'produce' creative followers. But, literature also found a relationship between being an innovative role model and application behavior. I couldn't find real support for that relationship.

5. DISCUSSION

5.1 Conclusion

As mentioned in the previous sections, innovation is definitely necessary in the current environment in which organisations are busy with surviving. A way in which these organisations actually can be innovative, is to stimulate the innovative work behavior of employees. The primary objective of this study was to investigate which leadership behaviors and attitudes actually encourages the innovative behavior of employees. This research tries to contribute to the existing literature about the innovativeness' of employees by giving an overview and a full list of leader behaviors of which we believed, that could actually support the innovative behavior of employees. In this research I explicitly paid attention to the two, most important stages of the individual innovation process, initiation and implementation. In other words, the focus is on behaviors that stimulate the creative idea-generation process and the actual implementation of these ideas into the organisation. Other studies primarily focused on innovative behavior that influences the overall performance or effectiveness. This study is making a difference by paying attention to employee's innovative

behavior. When using the previously mentioned literature about this subject and the conducted interviews as a certain basis, I was able to identify eight leadership behaviors that seems to be effective and also reflects with the behaviors where the respondents identified their selves with. It is an extensive list of leadership behaviors that we have identified: from here, I can conclude that a leader definitely affects the innovative behavior of the employees, consciously and unconsciously.

As we have seen previously, out of all the leaders that have been interviewed, everyone exposed or applied one or more of the eight leadership behaviors. A specific overview of the percentage of respondents and the type of behavior that most frequently occurred can be found in Appendix 2. The leaders differ in the degree to which they show and apply behaviors like consulting, delegation/empowerment and clarifying roles/task assignment. These kinds of behaviors seem to be most important according to the literature, because they can influence the idea-generation process and the application behavior of employees. Our findings suggest that most of the leaders actually apply this kind of behavior, but if you totally want to enhance the innovative behavior of employees, leaders are required to apply this behavior every day (Basadur, 2004). This kind of behaviors match with the participative leadership style I previously discussed. Based on my findings I can recommend that leaders need to apply this specific leadership style. If leaders want to stimulate the innovative behavior of employees, they need to act considerate, show sympathy towards their employees, allow substantial responsibility and most important, give employees freedom in how they are doing their job or performing their tasks. An open and positive atmosphere and a connection between the leader and the employee seem to be important when looking at the data that I collected from the interviews. This matches with the LMX theory, which emphasizes on the relationship between the leader and the employee (Basadur, 2004). Next to this, I found evidence in the literature that providing coaching, advice and opportunities for skill development also influences the innovative behavior of employees, because coaching leads to the feeling that employees are trusted by the leader, what leads to a more flexible attitude by which employees have the opportunity to grow (Rothman, 2010). This kind of behavior matches with stage four (individualized consideration) of the transformational leadership style. So if I have to give a well-grounded conclusion about which leadership style (and the fitting behaviors) seems to be most effective to stimulate the innovative behavior of employees, you could say that the combination of the above mentioned leadership styles can be best applied by a leader, which also brings us to proposition one. Generally, proposition one can be considered as correct. According to the literature, the objective of change-oriented behaviors, like the providing of vision, mental encouragement/supporting innovative thinking and being an innovative role model includes major innovative improvements. You need to expose these kinds of behaviors to actually stimulate the innovative behavior of employees. (Gordon & Taber, 2002). However, I couldn't identify these types of behaviors among the respondents. So, if I need to give an answer on the research question, *'Which leadership behaviors and attitudes influences the innovative behavior of employees'?* I can conclude that according to this study, the relation-oriented behaviors have the greatest impact on stimulating this kind of behavior. Task-oriented behavior also seems to play an important role, but consulting, delegation/empowerment and development has the strongest influence on the innovative behavior of employees. For the specific percentages, you can consult appendix 3.

5.2 Limitations and future research

This study definitely has some limitations that can be sub ducted when future research would be performed. In this research I have identified a large set of leadership behaviors that influences the innovative behavior of employees, but I haven't discovered yet which of these behaviors seems to be most effective and suitable for stimulating innovative behavior. Future research might shrink the list of leadership behaviors that I have drafted and can provide a restricted number of behaviors. Besides that, I wielded an interview-protocol, which was actually designed to gather extensive knowledge about entrepreneurial leadership and had insufficient questions that elaborated on the innovation-aspect in combination with leadership. It can be strongly recommended that when doing future research, making use of more in-depth questions about innovation and leadership will lead to more comprehensive results. Also, I only focused on leaders coming from the Netherlands and Germany and didn't focus on a specific industry. I took in consideration more than eight different sectors. Due to the scope and the timeframe of this study, I wasn't able to take into account the appearing contingency factors that are also relevant when studying the relation between leadership and the innovative behavior of employees. Leaders play an important role in creating a positive work environment which indirectly influences the individual innovative behavior according to our findings. Future research could reveal how leaders structure the work environment in such a way that it can stimulate the innovative behavior of employees. Finally, I have limited this research by only focusing on interviewing leaders who are trying to influence the innovative behavior, and disregarded the opinion of the employee. Some additional interviews with employees could provide more extensive results about this subject.

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7. APPENDICES

Appendix 1: Modified version of the taxonomy of Yukl (2002).

| Behavior	Categorization of behavior
	Task-oriented behaviors
1.	Clarifying roles/ Task Assignment
	Relation-oriented behaviors
2.	Consulting
3.	Delegating/Empowerment
4.	Recognizing
5.	Developing
	Change-related behaviors
6.	Providing of vision
7.	Mental encouragement/ Supporting innovative thinking
8.	Innovative role model

Appendix 2: Summary of the coding process

LABELS	MOST IMPORTANT CODES FOUND IN THE INTERVIEW
1. Clarifying roles /Task assignment	Explaining the goal / only giving instructions / give responsibilities to employees.
2. Consulting	Acting considerate/ showing support/ encouraging employees/ giving a 'pep talk'.
3. Delegating/Empowerment	Freedom (explicitly mentioned) / Leading employees to have more freedom / 'Do it yourself' / Giving freedom to the employee / Let employees solve situations on their own / independency is important / give people liberties, and see where it leads to/ employees make own decisions, not decisions given by CEO / "Do what you want".
4. Recognizing	Giving compliments / Pay attention to suggestions of employees
5. Development	Providing coaching / Employee has to take responsibility / Employees seem willing to learn and to develop themselves / We talk about how to improve the job skills.
6. Providing of vision	"I share my vision" / "I want them to be passionate".
7. Mental encouragement/ Supporting innovative thinking	Asking 'How would you do this differently'? / brainstorming with the team / stimulating creativity / "I want employees to be creative, thinking a step-ahead" / creativity needs to come from our employees/ Letting people be innovative/ Make them think the way "what would you do if it was your business"? (challenging people to consider better ways to do it).
8. Innovative role model	Trying to show the employees an example of myself.

Appendix 3: Calculations of identified leadership behaviors per category.

% respondents that posses/apply the particular leadership behaviors

- ■ Clarifying roles/ Task assignment
- ■ Consulting
- ■ Delegating/Empowerment
- ■ Recognizing
- ■ Development
- ■ Providing vision
- ■ Mental encouragement/ Innovative thinking
- ■ Role model (innovative)

76%
82%
88%
24%
76%
24%
24%
35%
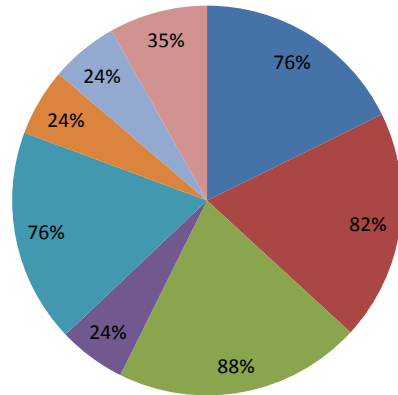
Appendix 4: Interview protocol

INTERVIEW PROTOCOL ENTREPRENEURIAL LEADERSHIP

English Version 10-05-2014

-- Before you start your interviews, make sure you know *the protocol and preferably test drive it on a friend or family member (I know that might be awkward) --*

Introduction of yourself and the study

First introduce yourself and thank the respondent for taking the time to be interviewed

Explain briefly why you are doing this study:

a) your final project to obtain your bachelor degree, and

b) because you would like to learn more about leadership, in particular in relation to how leaders/managers encourage employees to behave entrepreneurially in organizations (ondernemend gedrag in organisaties / unternehmerisch verhalten in organisationen)

Introductory information on the respondents background

- Name of organization
- Type of industry / generally what type of product(s) or service(s)
- Name of respondent
- Gender
- Age
- Name of function / position in the organization / main task-responsibility
- Experience in this specific position,
- Total experience in any managerial position
- Approximately, how many direct reports (=people that directly report to the manager in the formal hierarchy of the organization)
- What type of work do people under the manager do (direct reports and others in the hierarchy below manager)

Main interview question (critical incident technique)

1. Could you mention an example in your career of when you led your employees in an entrepreneurial way? If you have multiple examples please take the most recent one. Please take your time to choose and describe one example.
     i. What happened in this situation or project? What was it about?
    ii. Which specific behaviors did you demonstrate in this example? How did you show them?
   iii. Could you describe in greater detail what you did or said exactly?
    iv. Why did you show these behaviors?
     v. What kind of behaviors did your employees show in this example? Could you describe them exactly?

2. <u>BACKUP</u> IN CASE RESPONDENT FINDS IT HARD TO ANSWER *OR* TALKS ABOUT OTHER ISSUES THAN ENTREPRENEURIAL LEADERSHIP *(=OTHER TOPICS THAN THOSE RELATED TO RISK-TAKING, PRO-ACTIVENESS, INNOVATIVENESS, AUTONOMY, OWNERSHIP, OR COMPETITIVE AGRESSIVENESS OR ENCOURAGING THESE)*
     i. Can you mention an example in your career of when you encouraged your employees to take risks or take ownership; be autonomous, pro-active or innovative; or learn from competitors?

!!! -> If question 2 not necessary: explain here that in the literature entrepreneurial leadership is characterized by risk-taking, pro-activeness, innovativeness, autonomy, ownership and competitive aggressiveness and encouraging these in employees

Contingency factors

3. How often do you lead your employees in an entrepreneurial way (regularly or occasionally)? Could you give a rough percentage?
4. In which circumstances do lead your employees in an entrepreneurial way, when do you think it is most useful? Too what extent is such behavior useful?
5. In which circumstances do you think it is not useful
6. How important is social intelligence – empathy, social awareness and skills – for leading employees in an entrepreneurial way?
7. How has your past experience influenced you in leading your employees in an entrepreneurial way? Has your opinion changed over time on this matter and if so why / when?
8. Could you also give a recent example of when you did not behave in an entrepreneurial manner towards your employees and why?
9. How would you describe your leadership in general?

Outcomes

10. What is in your opinion the effect of leading your employees in an entrepreneurial way on employee commitment? Please explain
11. What is in your opinion the effect of leading your employees in an entrepreneurial way on economic performance of the firm?
12. What is in your opinion the effect of leading your employees in an entrepreneurial way on the social performance of the firm? E.g. employee wellbeing (people) or environmental sustainability (profit)?

Closure of the interview

13. Do you have any final comments or thoughts on this matter you would like to share?

Appendix 5: Coding process of interview transcripts

1. Vraag i: What happened in this situation or project? What was it about?

Respondent	i. What happened in this situation or project? What was it about?
Malou Oude Luttikhuis_1	When I worked in the Middle-east, there was a project I was working on, but we couldn't get it off the ground. Due to a lot of circumstances, the whole team(me and 10 other employees) needed to work for 3 more weeks on the project in the Middle-east. But there were 2 employees who saw it as a pity that they couldn't go home to their families and became frustrated and even asked me if they were allowed to go home. (We worked on the project for 2 months).
Malou Oude Luttikhuis_2	We travelled to Denmark to work on a project with a duration of two months. Many different systems needed to be evaluated, because of financial shortcomings. Me and 5 employees worked on the job. We all performed a real good job and worked togehter as a team. I felt like I was one of the employees. I only gave help when the needed it, but they had **total freedom** (= allowing discretion in work activities)in their workmethod.
Malou Oude Luttikhuis_3	Well, we recenlty introduced a new digital platform to note all the incoming calls, questions, complaints and reports from a citizen.
Malou Oude Luttikhuis_4	We had an incoming assignment from our client who wants us to do a project within 3 months, but at the same time we received another assignment which has to do within the same time frame. That was a lot for me and the employees, within such little time, so I needed to lead this in a good way.
Malou Oude Luttikhuis_5	I always try to lead in an entrepreneurial way, because originally I am the entrepreneur who build up this compnay. Two weeks agog, a big rival of my company went bankrupt an I gave my sales-team the task to buy all the remaining cars there was left.

Tatjana Bojko_1	There is a project in the company called "brand jam" which is the third one this year. The main problem in the global company is that there are three areas, lightning, healthcare and consumer products, where employees of each have often difficulties to see the benefits of the other area. The main focus of the brand jam is therefore to let people see which benefits each area has for people and the company by understanding the importance of their vision and mission. This project is aimed to bring employees together by letting them tell stories of the internal social media platform. We let the people to whatever they want t, to tell their story about how innovation matters to them. For the employees who are more offline like those working in the factories there is the possibility to give feedback on anything they like. By **letting people have the freedom to do what they fell like doing** (= allowing discretion in work). to tell the story they are being entrepreneurial and **develop own creative ideas** (=initiation of ideas - innovation matter) ke filming video around a city, involve other people etc. This way the platform is authentic and being filled with stories on its own and fewer things have to be controlled.
Tatjana Bojko_2	In general **every day employees are needed to be creative** (= stimulating creativity) in working on the projects given by business "buyers". Since our clients want us to develop the fastest and cost efficient route for their specific transportation. As their products are not your usual once due to their size and weight we have to take that into consideration and be flexible and creative. I leave my employees to work on the project themselves so they have more space to think and not being bound to old results and my own ideas. This way it is allot easier to deliver best results. And we do not have to strict positions. Some people have more specified skills then others but **we change up the teams too so everyone can have a chance to show what they can do** (=encouragement of skill development) and no one develops as a secret leader who makes most decisions. After we deliver our customer the developed route we also continue to work with them until their product is at its end station. So my employees also have to be more **flexible and being able to grow and develop different skills,** (=learning how to imporve their skills) **make quick decisions to be able to cope with problems** (= let employees solve problems and make decision without getting prior approval)
Tatjana Bojko_3	We have a big project each year where we ask our employees to make their own collection of jewelry completely by themselves. It is a time frame of 3 weeks. They have to get the resources so all the part they need. It depends on what time of items they want to make either they will need beads or crystals etc. They have to **design everything on their own**, too. In the end they **have to deliver their ideas** (=idea generation) and **some of the items we like are then taken into main production** to be sold to customers. It gives **all the opportunity to actually be creative** (stimulating creativity) and not being influenced by what we tell them might be in trend next time. However, they do want to deliver items to be sold to public so they kind of have to make some research on their own to see what could be sold. We give them full independence which comes at a cost since all resources are acquired by themselves. So they do learn how to go through the whole process in our industry. Often, when some of the employees leave they open up their own store. So this project kind of help them.
Tatjana Bojko_4	Most of the time **we lead the employees to have more freedom** (=giving discretion) to design the webpages. The **creativity** is important for that. But one time at the beginning when I started working at the company one employee had a completely new idea for web-design which we never used before. It is sort of an interactive starting page while the ones before were more simple and plain. Since we work with the wishes of our client all the time there are certain constrains we have to follow. And this time we were unsure of we should let the employee take the risk to do something the client did not thought of. We just let him do it anyway. He came with this idea to us first and we were skeptical but wanted him to do the job and see what it will turn to. We gave him a team and the time he needed for that. However, before he could have shown it to us our client wanted to see the first results and we did not know if he would like it or not since we never so it. But we just let him present it. It turned out amazing how he was able to manage the team so efficiently that he was completely done with the webpage by that time. (=example of an innovative idea, designed by a employee)

JenniferMarecki_1	Two examples were mentioned. One was damages, where the respondent told the employee to handle it and not ask him. The other one deals with rental contracts for new locations, e.g. Dresden which is far away from the headquarter. A decision has to be made whether to drive to Dresden or whether to let the franchisee handle it himself in Dresden.
JenniferMarecki_2	How do we change the product portfolio to address more customers and to reach easier and faster growth? So, analyzing the market situation, customer demand, product features in a very specific manner. The entire project starts with leading the team to do this analysis. To get more specific results, the team has to go through different phases.
JenniferMarecki_3	Setting a new partner: Starting point is drawing up a contract and this is the point of time at which **the employee has the responsibility to arrange everything** (=allowing employees to take responsibility) for the customer. There is a kind of to-do list which serves as a guideline.
JenniferMarecki_4	Boosting sales of our special steels. Management is of the opinion that in the current market situation, the company can find better success in the market and make better profit when offering their special steels.

ChrisKellersmann_1	Instruction of a new skilled employee in the field of restaurant trade (i.e. how to lay a table and in which order the sequences of serving take place.
ChrisKellersmann_2	Overbooking of the hotel
ChrisKellersmann_3	It is about the instruction on how the staff have to charge their trucks (even distribution of weight). Also a detailed explanation of measures to be taken when diseases have spread among the animals of a customer
ChrisKellersmann_4	This is difficult in this kind of profession as you are dependent on rules, example(QMS, Pharmacy directives etc.) Production of cremes and ointments has to be done according to a fixed recipe. This leaves no room for any proper initiative. The only field in which my colleagues can develop their personality freely is when they are dealing with customers for example when they adivse the customers about something.

1.1 Vraag ii: Which specific behaviors did you demonstrate in this example? How did you show them?

Respondent	ii. Which specific behaviors did you demonstrate in this example? How did you show them?
Malou Oude Luttikhuis_1	We weren't able to go home, neither my employees were allowed to go home. But there were 2 employees who saw it as a pity that they couldn't go home to their families and became frustrated and even asked me if they were allowed to go home.
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	It was neccesary to **convince** (= showing support) the others that they now needed to do everything via this digital platform, which they haven't done before. So I needed to convince them to work with this system.
Malou Oude Luttikhuis_4	I gave a **kind of 'peptalk'**(= encouragement during a difficult task) to all the employees, so that they weren't gonna freak out and I behaved like a person who was there for everyone.
Malou Oude Luttikhuis_5	I do not show particular behavior I guess. I only behave like a entrepreneur who wants to make profit. **I want them to be like me**. =(being a role model) I only have people working for me with the same attitude as I have.

Tatjana Bojko_1	We allowed people to **have the freedom** (= allowing discretion in work activities -CODE= delegating/empowerment) to tell their stories and what's also important was to team up to be able to create this whole platform.
Tatjana Bojko_2	I put **people together in a team** mostly based on how many other projects that have and **difference in skills level so they can learn from each other and grow.** (=providing opportunities for skill development) So I only leave them doing what they can do and **only be there as a coach** (=providing coaching/advice) in the end if severe problems with customers happen.
Tatjana Bojko_3	We only give them the time frame for the project to be done each year but nothing more. No rules or restrictions. They are only not allowed to use the company resources but they can get the resources in companies name so they might get a bonus for the price. **It is best to let them be** and most of the time it works out perfectly. Since many already have experience on how the whole process works during team work they do know the direction of it but they have to do it on their own now.
Tatjana Bojko_4	answered in q.1

JenniferMarecki_1	**Motivated the people take responsibility by passing on this responsibility to them.** (=supporting innovative thinking, allowing employees to take responsibility_ **Letting the people being innovative. Making them think the way 'what would you do if that was your business?'** (=challingin people to question their assumptions about the work and consider better ways to do it - CODE= stimulating innovative thinking)
JenniferMarecki_2	As a leader, I let the team in forming criteria and performing the analysis so that the criteria can be analyzed and clearly explained. I let the people brainstorm until they get more specific over time and challenge the assumptions. Reinforce the portfolio very detailed and through analysis of the team. I avoid getting to harsh to the people as people might block then.
JenniferMarecki_3	My behavior: risk-taking, so taking positions; to push the team forwards: by accepting the risk of wrong and looking foolish for a momen**t; only by demonstrating that the leader himself is not afraid of making false assumptions** (=being/acting like a role model) and things, people do the same and that's the only way to do such an analysis in such a broad picture that involves important end results.
JenniferMarecki_4	**Analyzing together, means the CEO and the emplyoees. Trying to set the employees an example of how to do a customer pitch so that it leads to success.** (=acting like a role model)

ChrisKellersmann_1	had a meeting with the person before they started doing their job, to discuss the sequences of their later activities and I explained to them where to find all the products in order to avoid a chaos during the first working day
ChrisKellersmann_2	**I showed the sequences of booking strategically and explained in particular the points of the intersection where faults might happen** (=actingl like a role model)
ChrisKellersmann_3	In seminars these points are discussed in detail, either with the support of a presentation or by inviting an extern expert, being better informed in the current materia.
ChrisKellersmann_4	

1.2 Vraag iii: Could you describe in greater detail what you did or said exactly?

Respondent	iii. Could you describe in greater detail what you did or said exactly?
Malou Oude Luttikhuis_1	I **didn't need to encourage** them a lot to make them stay; 8 employees **didn't doubt** a second and said that I could count on them without asking them to stay. It wasn't hard to convince the other two employees, because **I said that they had a choice: stay or go home.** After saying this to them, they realized that if they went home, they sort of 'betrayed' on the rest of the group
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	When something changes, people find it hard to adopt and change their way of working. Therefore I needed to **stimulate**(=encouraging) them.
Malou Oude Luttikhuis_4	I **said that we had one goal:** (= explaining the goal) satisfying two clients, within 3 months, and a qualitative good design. What I did? **I made sure that everyone performed their tasks, gave them feedback and support, compliments when it went well and especially, I let them decide on the way how they fulfilled the task** (= mental encouragement, task assignment, providing coaching and advice)
Malou Oude Luttikhuis_5	I **only gave them the instructions** (=task assignment) what they had to sell and which budget they had. I only said that they needed to think like me, like a entrepreneur. Not care about someone's feelings, but just making as much profit as possible. **Taking risks is part of the job**(=risk-taking, trusting people to solve problems and make decision on their own - CODE= empowerment), if you do not take risk, you can never be succesfull.

Tatjana Bojko_1	<u>Do what you want" It was important to give people the freedom of choice to participate and to have their own way to tell the story.</u> (=giving people discretion and freedom)
Tatjana Bojko_2	<u>"Be creative, take responsibility"</u> (= stimulating/ encouraging) creativitySuch is most important for us here. But being independent in the team is important too so they do not fall into following one person.
Tatjana Bojko_3	<u>"Do what you want to do" We want them to be creative and not being bound by what we tell them. They come up with so many different ideas that it is often hard to decide which one to take into production.</u> (=stimulating creativity, generating of ideas and finally the implementation)
Tatjana Bojko_4	answerd in q1

JenniferMarecki_1	**Do it yourself!'** (=granting them with freedom)
JenniferMarecki_2	"Just do it. It is your job to do it, so I expect you to know what and how to do it." (But however, sometimes –even for simple tasks– you need to give instructions). Besides, as mentioned before, pushing the team forward by showing them that I am not afraid of making false things. So, looking foolish for a moment.
JenniferMarecki_3	**Do it yourself!** (=giving the employee room or freedom) Only if there is really a serious problem, go to the CEO or CMO immediately. However **, giving clear announcement that employee should not expect to wait for instructions or should not be afraid of failure** (=allowing people to make their own decisions) since that doesn't work. Doing it yourself!
JenniferMarecki_4	Analyzed together what is good and what is bad etc.. **The opinion of employees is important** (=involve the employee) here as they do the pitches. Besides, deciding at what point of time the technicians should be included.

ChrisKellersmann_1	after instructing them i tend to assign the new staff members on a busy day with the intention of giving them the chance of trying on their own, if they can put into practice the different sequences of their activities
ChrisKellersmann_2	
ChrisKellersmann_3	I explain the mistakes that occured most often and try to discuss them together with my drivers to make sure that this will not happen again in the future
ChrisKellersmann_4	

1.3 Vraag iv: Why did you show these behaviors?

Respondent	iv. Why did you show these behaviors?
Malou Oude Luttikhuis_1	do not show a lot of specific behaviors, my personality itself is enough to convince, encourage my team and let the employees feel comfortable. (= charismatic personality and "consulting") They know what I expect from them and what they can expect from me.
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	There are still a few colleagues who find it difficult, but the others take their own responsibilites and take care of all the incoming calls,questions, complaints and makes sure that the right department finishes it.
Malou Oude Luttikhuis_4	I am convinced that sometimes **complimenting and rewarding** (=recognizing someones contribution) someone for the good job, works positively on an individual. It is a piece of recognition that they are on the right track.
Malou Oude Luttikhuis_5	answerd in the three previous questions

Tatjana Bojko_1	It is important to let people have the freedom to express their own authentic views. The internal social media platform carries a risk as people can write what they want. There are a few general guidelines but they are for all online activities and needed as simple rules. By **giving people the freedom** (= delegation, allowing discretion in work activities) and such encouragement they respect each other and I probably only had to take down 2 posts but one mostly because it contained information about a future launch.
Tatjana Bojko_2	We need our employees to learn and to grow since we are not a big company. But we deal with specific product transportation management and it is not that easy. They need more creative and individual ways of transportation. So our employees should **develop different skills** (=must-be) to be able **to make good and quick decisions.** (=allowing people to make decisions on their own)
Tatjana Bojko_3	They will learn how to do all by themselves and grow as employees so they can be team manager or do own business. And we can see how many possibilities there are in the **creative process**, where they get resources and even how they get all those ideas **. One employees did a whole online survey there people from all over the world could have voted on his ideas and what did get the most votes was in his collection. This brought us to the idea to use that process, too, so we bring more items on the market what are interesting to customers.** (=innovative outcome)
Tatjana Bojko_4	I think it was interesting for us to see how he will handle the situation if we give them so much **freedom** and **authority.** (CODE=empowerment) We were not disappointed. He showed more commitment and creativity by taking this risk. And the client took his idea and was even recommended by them to others.

JenniferMarecki_1	If respondent had not showed this behavior, he would have had to do it himself. This becomes more complicated, the bigger a firm becomes and would finally lead to negative results. Besides, the respondent wanted to encourage people to think entrepreneurially, let the people develop themeselves, wanted to clear himself and also wanted to gain better results.
JenniferMarecki_2	To get a better overall performance. Besides, it is the people's job to do certain tasks, so they should do these tasks without instructions and help. That is what I expect from them. And by showing them that the leader can make false things as well, I hope to take their fear of making false things. Encourage them to take a position and to take risk.
JenniferMarecki_3	To motivate the employees! However, it depends on the person whether he or she sees it as motivation or pressure. This team here consists of graduates or students and **they feel motivated** to get liberties and the possibility **to decide and solve things on their own**. (= employees feel motivated if they get freedom, discretion and can make desicions on their own - CODE=Delegation/Empowerment) Generally, to discover a 'doer-mentality' in the employees, to encourage self-initiative and to get ideas that one oneself woud have never gotten.
JenniferMarecki_4	To lead the customer pitch into the right direction. Since explaining is mostly difficult, **I try to set an example of how to do it. However, I wouldn't bend the emplyoees by saying 'do it this way'**.(=acting like a role model and support the thinking process of the employee) My job is it to find out how the employee do things and how we can apply this in order to gain success.

ChrisKellersmann_1	To make them cope with the challenge and to prevent them from asking their colleagues for advice all the time. In former time I used to asign the staff member in days that were not so busy. But then I noticed that in that case they ask their colleagues more often for advice.This had the consequence that the process of learning the sequences of their activities went on more slowly. Of course at the end of the working day we analyse the outcome and **we talk about how to improve the job skills**(=giving opportunitity to employees to improve their skills)
ChrisKellersmann_2	As a graphic illustration is better memorized by the staff. As i assumed a scholar level of the staff.
ChrisKellersmann_3	As it makes it easier for staff members to see which mistakes they have made when you communicate with them about their mistakes. In addition to that, it is always important to also see the drivers viewpoint.
ChrisKellersmann_4	

1.4 Vraag v: What kind of behaviors did your employees show in this example? Could you describe them exactly?

Respondent	v. What kind of behaviors did your employees show in this example? Could you describe them exactly?
Malou Oude Luttikhuis_1	
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	Many were a little bit mocking because they know had more tasks to fulfill. 70% experienced it as **getting a task** (= assiging tasks and responsibilites) which he/she can finish in the way he or she wants.
Malou Oude Luttikhuis_4	My employees worked their asses off and **used their creative minds** (=encouraging to think a step ahead, come up with new ideas) to finish the projects within the timeframe. They often said to me that they experienced it as 'nice' that I complimented them.
Malou Oude Luttikhuis_5	Every single employee I put on this job, **showed the same kind of passion,** which I have when I try to sell/buy something. They putted their heart and soul into it.

Tatjana Bojko_1	It let people be creative to share even personal and intimate experience they have with the brand. Usually, then people work they do not share personal stuff. But by letting them do such you can see how passionate they are about their work. The social media platform is growing each day and it encourages people to do they work with more passion and lets them understand the company in each area more (connects employees).
Tatjana Bojko_2	If I let them do the project on their own they work faster and deliver better results. If I would give them too many rules and discuss too much their ideas it would slow down the process and we would lose the client. **So my employees are more motivated and more creative if I let them be.** (=let employees come up with creative ideas)
Tatjana Bojko_3	They are really **creative and independent.** We never had real problems where someone could not do something at all. At the same time they often help each other. If one cannot find right supplier for one item the other gives him his contacts. They also do take the risks with this project since it is their own money and their **own ideas**. But usually they are mostly happy to participate in the project.
Tatjana Bojko_4	

JenniferMarecki_1	
JenniferMarecki_2	- People are more committed when they approach their business in an entrepreneurial way, because they do not only deliver final results, but they start working towards those results (based on the strategy and decisions given). They seem more confident to reach those results and are more open to take risk.
JenniferMarecki_3	They take it with thanks and try to work this way. In case of failure, they confess to it and try to think of it in order to avoid it the next time (failure tolerance is quite high here). Besides, the **employoees seem willing to learn and to develop themselves.** (=stimulating the development of the employee)
JenniferMarecki_4	Different: some employees agreed and tried to work this way, while others didn't.

ChrisKellersmann_1	At the first moment they are quite unsure of themselves and bit reserved. But after a short time they get used to it and can cope with the situation more easily.
ChrisKellersmann_2	The behaviour was different. Some of them understood at once the graphic illustration, others needed additional information
ChrisKellersmann_3	They showed a very positive behaviour as **we are an enterprise that attaches great value to a friendly atmosphere**. For this reason our staff members are all the more ready to admit that they made a mistake and they accept changes more easily
ChrisKellersmann_4	

1.5 Vraag 2: Can you mention an example in your career of when you encouraged your employees to take risks or take ownership; be autonomous, pro-active or innovators; or learn from competitors?

Respondent	2. Can you mention an example in your career of when you encouraged your employees to take risks or take ownership; be autonomous, pro-active or innovative; or learn from competitors?
Malou Oude Luttikhuis_1	Not neccesary
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	not neccesary
Malou Oude Luttikhuis_4	Our business is about working on a special design, which a client demands. So the client gives a few conditions, which it needs to possess, but we can use our creative minds to design it, so that every design is unique in his kind. When we receive a order, we **brainstorm with the whole team, everyone comes up with creative ideas and thinks actively.** (=brainstorming stimulates the brain) We worked on 5 ideas, and we picked one idea that we would work on. I often show my skills to give the example and then ask them: **How would you do this differently? Well, sometimes they come up with ideas, I haven't thought about in the first place**! (= challenging people to question their assumptions abou thte work and consider better ways to do it)
Malou Oude Luttikhuis_5	Not neccesary

Tatjana Bojko_1	This is more an example to be proactive and autonomous while also <u>**being creative**</u> (=being innovative) in the area of communications.
Tatjana Bojko_2	
Tatjana Bojko_3	
Tatjana Bojko_4	

JenniferMarecki_1	
JenniferMarecki_2	
JenniferMarecki_3	
JenniferMarecki_4	One often misses that familiar or entrepreneurial thinking in corporations. Risk-taking for example is often limited in corporations due to many regulations. Respondent personally tries to avoid dictating too much. He tries to act as much entrepreneurially as possible; what he once learned. **Let the employees solve situations on their own**.(CODE=Empowerment) **Feedback meetings** (=CODE=Developing) for both managers and emplyoees.

ChrisKellersmann_1	
ChrisKellersmann_2	
ChrisKellersmann_3	
ChrisKellersmann_4	

1.6 Vraag 3: How often do you lead your employees in an entrepreneurial way (regularly of occasionally)? Could you give a rough percentage?

Respondent	3. How often do you lead your employees in an entrepreneurial way (regularly or occasionally)? Could you give a rough percentage?
Malou Oude Luttikhuis_1	Not that often. I behave like I am 'one of them' and also do not have my own office, because I think, **a real leader knows what is going on all day. (=monitoring) .In 20 % of the time, I lead them in an entrepre-**
Malou Oude Luttikhuis_2	
Malou Oude Luttikhuis_3	40%. I am in the background. I only keep the system active.
Malou Oude Luttikhuis_4	45%. I usally am busy with stimulating. Try to **stimulate** the **creativity** (=CODE=mental encouragement), my design team needs in order to satisfy the client. I want them to be pro-active.
Malou Oude Luttikhuis_5	80%. I am a entrepreneur myself, so I think that I lead my employees also in that way.

Tatjana Bojko_1	It is more or less regularly but hard to tell. Right now we have this social media platform for the third time. The first time it was risky but you learn from experience and it worked each time to let people be independent. For the offline employees we tell them to give feedback. Which does allow them to have the **space to say what they think is necessary** to say but by saying they should give feedback you do set some guidance.
Tatjana Bojko_2	Regularly. About **80-90%** probably. We outsourced most of the regular work like accounting so we can focus on the important one. However, I do often visit the customer for initial contact myself since I know more about them and my company.
Tatjana Bojko_3	Allot. Probably regularly. But it does depend on what we have to do. If there is a customer who wants something specific we do not let our employees have too much space as it might not be what the customer wants. Mostly if we think for what we should deliver the customers we **let our employees be in the creative process and they work in teams to find out what customer might want, how it should look like etc.** (=coming up with novel ideas)
Tatjana Bojko_4	It is about **60%** entrepreneurial and 40% not. We have to follow orders and being creative at the same time. **But the creativity comes from our employees.** (=creative thinking comes from employees)

JenniferMarecki_1	**80%** (trying to lead this way as much as possible)
JenniferMarecki_2	**80% (**20% is giving straight instructions)
JenniferMarecki_3	80%
JenniferMarecki_4	**70% (**30% is giving clear instructions.// Much is centralized by the Finish headquarter, which is the main headquarter. The German one is just sales office)

ChrisKellersmann_1	Each day, Of course this is very important in our branch as **I cannot always look after each customer myself** (CODE=Delegating)
ChrisKellersmann_2	Regulary, on each weekend
ChrisKellersmann_3	Each day. As the truck dirvers are self-sufficient they plan their tours indepdendly including the charging and discharging of the truck at the customer.
ChrisKellersmann_4	I can hardly do that as this is not possible

1.7 Vraag 4: In which circumstances do lead your employees in an entrepreneurial way when you think it is most useful? To what extend is such behavior useful?

Respondent	4. In which circumstances do lead your employees in an entrepreneurial way, when do you think it is most useful? To what extend is such behavior useful?
Malou Oude Luttikhuis_1	Only when the **situation asks for leadership.** It is most useful when a **crisis situation** arises or when a **employee is not fulfilling their task/ doing their job properly.** Such kind of situations asks for leading them in an entrepreneurial way. To which extent that this behavior is useful, depends on the character/personality of the employee itself in a specific situation.
Malou Oude Luttikhuis_2	not relevant
Malou Oude Luttikhuis_3	In the summer, we make use of students, external persons. **They need to make sure that they gain the knowledge about the system and need to accompany them.** (= allowing substantial responbsibility)
Malou Oude Luttikhuis_4	When something needs to be done on the short term, which I mentioned before when we had two projects at the same time. It is important that you make clear to everyone what needs to be done, so **I set a target** in that kind of situations.
Malou Oude Luttikhuis_5	During the recession for example, we needed to work twice as hard to realize that we made break-even. It was hard to make profit. I needed to make everyone aware that they must work harder.

Tatjana Bojko_1	If you want people to become involved in something like the platform leading them to be entrepreneurial is needed. If when you want people to contribute to the outcome when it is most useful to be and let them be entrepreneurial. It gives people the opportunity to do something creative on their own. **One employee in the USA had the idea to sell a service for light instead of selling the light bulbs to the US authority office during a campaign. He offered them to replace the bulbs each time needed without the city to have to buy the bulbs each time. This way he wanted to sell safety, security and energy saving instead of a product. By having more light in a city or town people feel safer since they can see more what is happening on the streets.** (result of supporting innovative thinking - implementation of a innovation!!!!!)
Tatjana Bojko_2	Since **every project is individua**l it is important to lead the people in such entrepreneurial way. They should have the **freedom to do their research, come up with the ideas and develop the routes** (idea generation and implementation) . And afterwards it is important that they **take responsibility and make decisions** (allowing responsibility and making decisions - CODE= Empowerment) for customers. It is good as **we don't take old project examples and just use them as guidelines** (= always come up with new ides, so supporting innovative thinking) for best example.
Tatjana Bojko_3	For us it is mostly useful. **We have to be innovative** too like other companies. If we only give our customers the same old things they will get bored. There are some items which are specific for us and will always be there but new things are needed. So if we have to come up with those new things it is better to be entrepreneurial and **include the employees in the whole process**. (=employees play a important role for this innovative company)
Tatjana Bojko_4	After we get the order we can see what are our boundaries and what we can do on our own. Sometimes clients just state the information that is important for them to be presented there and let us do the creative design work but sometimes a client has a specific vision of what colors should be used, the spaces etc. So each time we see the boundaries we come together and brainstorm in the team of the project. As a team leader **I want my employees to feel comfortabl**e and try only to guide them in the beginning by giving them the instructions from client. The rest **I let them do on their own and even give them the freedom to decide** (= transfer of authority - overdragen van bevoegdheid)when they can show me their results and ideas. So it is useful after the order from the client is clear and we see we

JenniferMarecki_1	In complex situations: <u>**if the employee has the necessary skills to handle the given situation. So the employee solves the situation by virtue of his knowledge and ability.**</u> (=allowing substantial responsibility) It is helpful as it clears myself, but also motivates the employee and develops him.
JenniferMarecki_2	Most useful in an environment in which you approach open questions. That is something that happens in top management. So, <u>**not how do I do this or that questions, but what do we need and how can we approach it**</u>? Strategic field!! So, when you are looking for a certain strategy...certain actions. (Competitive strategy).
JenniferMarecki_3	- When you don't have a really fine plan how to do it. Then!!! When input and output are not clearly defined.
JenniferMarecki_4	In daily business. This would lead to pressure only if CEO would intervene all the time. <u>**There must be trust that everyone is working enough and good enough.**</u> (=trusting people to work on their own, delegating responbility to the employee)

ChrisKellersmann_1	It is helpful in so far as the staff have to realize on their own that the customer has a special wish. When customer have special wishes the staff have to weight up if these wishes can be fulfilled
ChrisKellersmann_2	It is most helpful to show it by giving practical examples. Motivation must arise at once and if any faults occur, these must be discussed together and it mus be made clear to the staff for which reaons it failed
ChrisKellersmann_3	It is very helpful. They have to recognize on their own how to charge their truck, so that they drive the most economically. As they have to supply several customers on a tour, **independent planning is essentail.** (=allowing discretion)
ChrisKellersmann_4	It is helpful when the staff indicate that they would like to take part in training. Training is done voluntarily but **I adivse** (=giving advice) my colleagues to take part in the training at certain intervals. Furthermore the staff are supposed to recognize on their own that the customer would like to be advised on a particular product.

1.8 Vraag 5: In which circumstances do you think it is not useful?

Respondent	5. In which circumstances do you think it is not useful?
Malou Oude Luttikhuis_1	When everyone seems to do their work good and when there is harmony on the work floor, it is not necessary to lead them in an entrepreneurial way. Why behaving and acting like a leader, **when everything goes well and smoothly?**
Malou Oude Luttikhuis_2	not relevant
Malou Oude Luttikhuis_3	It is always useful, only when a department demands something specifically or gives me restrictions about something, then it is not possible. But that happens rarely.
Malou Oude Luttikhuis_4	When everything goes well.
Malou Oude Luttikhuis_5	It is always useful but extra useful when we had a bad month, due to loss of sales or not making enough profit.

Tatjana Bojko_1	
Tatjana Bojko_2	If severe problems occur I need to take the charge and try to deal with it. Since we make transportation routes through different countries we also need to get some documents for the transportation to be legal and to occur. Those include some rules that we need to take into account and cannot make something up. So for such rules being too creative and giving too much freedom is not that productive.
Tatjana Bojko_3	
Tatjana Bojko_4	There are certain regulations for websites that are needed to be followed in terms of the content. That is one thing there we should not be entrepreneurial probably. And maybe in terms of strict guidelines from our client in terms of his information as shouldn't be wrong.

JenniferMarecki_1	When knowing that the employee doesn't know relevant things, doesn't have certain information and has no access to those information. Or in situations where a decision must come immediately without thinking too much and too long (time pressure).
JenniferMarecki_2	When things are clearly defined; when input and output are clearly defined; when you know how to do it. A more abstract way: whenever deliver of uncertainty regarding inputs is very low…if they are well defined and output well defined as well you don't need entrepreneurial leadership.
JenniferMarecki_3	If employee hasn't the necessary skills to solve the situation/problem. When processes and/or decisions become critical due to high risk. For example, a specific customer with specific wishes and the CEO and CMO know that this customer is of high importance as he leads to high turnover.
JenniferMarecki_4	If production line is not running as it should. Then CEO has to intervene. Or if nothing is happening from the employees' sides, then respondent has to intervene. Summarising, of something is not working on its own, then it is not helpful.

ChrisKellersmann_1	During the cash up as there is a fixed procedue in connection with the cash system to be able to do a correct account at the end of a day. Also by ordering products, it is not useful. As a person in a leading position I always do it myself.
ChrisKellersmann_2	It is not helpful to draw the staffs attention to the fault one month later as in most cases the staff have already forgotten the incident.
ChrisKellersmann_3	When the truck shows the first sign of a fault, we want the driver to have it checked directly in our garage and not to accept any further orders on their own and to deal with them. Regarding the driving time and working time we cannot be tolerant either. These are prescribed by law and incase trespassing agains this law not only the driver get a fine, but the whole enterprise.
ChrisKellersmann_4	When producing cremes and ointments etc., as these have to be produced according to a fixed recipe. Also when dealing with prescriptions the procedure of booking are firmly prescribed by the different health insurance

1.9 Vraag 6: How important is social intelligence – empathy, social awareness and skills – for leading employees in an entrepreneurial way?

Respondent	6. How important is social intelligence – empathy, social awareness and skills – for leading employees in an entrepreneurial way?
Malou Oude Luttikhuis_1	I think it is <u>important to show **empathy** (=showing empathy - consulting role) towards the employees and to have leadership **skills** (=having leadership skills) is a must)</u> for leading them in a entrepreneurial way. Without skills, it will eventually work out, but it is not as effective and efficient as when you possess some leadership skills.
Malou Oude Luttikhuis_2	It is good that you can <u>**emphatize in someone else** (= emphatizing and caring about others)</u>and understands how others think. I do that a lot, because that is what a leader does. Otherwise you can't be succesfull.
Malou Oude Luttikhuis_3	I cannot afford it to not emphatize in my employees: the front line people are always in contact with a citizen and the ability to emphatize is important to help the citizen in a proper way.(= showing emphaty)
Malou Oude Luttikhuis_4	In my opinion it is important. Without speaking to my employees, I can read their bodylanguage and know what is going on, just by seeing the look on their faces. If I see someone struggling with his/her feelings, I try to intervene and offer an helping hand.
Malou Oude Luttikhuis_5	<u>**I try to pull them into my mind, share my vision, to make them aware what a real entrepreneur stands for and thinks**</u> (=sharing of the vision, helping people how to improve their skills - two codes= Providing of vision and Developing), so that they can benefit from that during their sales-activities.

1.10

Tatjana Bojko_1	It is very important. There is a guy in our team responsible for the internal social media platform who is different from other employees by the way he work and dresses as he is younger. It was challenging to let him have all his space to be creative and do his work but it was also necessary so he will not be caught up in the bureaucracy. Therefore, it was needed to understand how each of the employees work and to give them space they need to do their work. **It was kind of counter coaching what I have to do** (=supporting employees, coaching) sometimes by letting employees to have the freedom. It is also a way to learn as a leader to understand your employees and to **have empathy**.(=showing emphaty and support - CODE=consulting) You cannot manage people the same way to be successful. Some leaders cannot cope with such and it is a challenge for them but in the end understanding people as individual rather than a collective is essential to see what drives them to deliver best work. Another example is that one woman had problems in the family and an ill
Tatjana Bojko_2	We are a small company and need to understand our employees as individuals. Therefore, I have to **develop closer links to them to see their situation**.(=showing sympathy and emphaty) If something comes up in their personal life I have to be understandable and let them be for the time so they can come back and be motivated again If I would not do it they will lose their commitment to deliver good work and such will be bad for the business. Additionally, I have to **let them grow as individuals** (=room for growth, development) so in time we lose someone we are still able to continue working.
Tatjana Bojko_3	Well we know each other pretty well since we have also a diverse culture here with many woman and men from different backgrounds. All like to be creative. It is our work and we love to do it. Therefore, we want to be considered as a family more than a strict company and so we do many things together like lunching and dinners.
Tatjana Bojko_4	In the past work places I have seen how many people began to be demotivated with their work and let simply because they did not feel that the culture was right for them. One of my old employers always wanted everything to be followed like he told us to. And with every mistake we had too much trouble. He never liked to see who we are as a person. But I think this is really needed for a leader. He should **know the background of his employees to see what motivates them** and so he should shape the work to fit the individual and not to fit his own ideas.

JenniferMarecki_1	Very important! **Trust and taking people seriuosly** (=showing sympathy and empathy) are reasons why SI is important. Both have to come together to make a business working and successful. 'Socially autistic persons' can only fail. There is no success without SI.
JenniferMarecki_2	Super important! Very, very important! SI is a key skill and more important than analytical skills. But: sometimes you have to be raff and push people hard. You **have empathy** (=having emphaty - CODE=consulting) and you still push them hard and stress them, not confusing with softness and coziness. But you must know very well what you are doing and not overstress or over challenge people. **Act correspondingly!**
JenniferMarecki_3	**Very important! Seeing it rational: without SI nothing can work. For example, talk about personal matters, solve problems and conflicts, communicate, relationships between managers and employees important! Appreciation and trust!**
JenniferMarecki_4	Very important! **A close relationship between employees and CEO is important** (to talk about private matters of both the employees' and the CEO's). Summarising, an interest for each other; trying to understand each other/each other's matters and to manage according to every situation/matter.

ChrisKellersmann_1	It is very important to draw the staffs attention on any mistakes they have made, but this must happen with a friendly tone of voice. Part of this instruction is becoming aware of how to indicate mistakes of the staff. Sometimes better to give verbal instructions or to correct mistakes by giving a practical example.
ChrisKellersmann_2	Nowadays, the **staff can no longer be motivated without considering social competence. The old heriarchical structure of entrepreneurial leadership no longer works. New style of leaderhsip must be applied.**(=theory also comes up with a new leadership style that seems to be most effective)
ChrisKellersmann_3	That is very important. In our enterprise there is a **friendly/ family atmosphere**. I am also at the disposition at my colleagues in private matters. We all address ourselves with our prename to show that we are a big family whose members stick togethe**r. Without good staff members our enterprise would be not successfull.** (=recognizing the value of employees)
ChrisKellersmann_4	it is very important to recognice if somebody feels better in the laboratory or when dealing with customers, for ex..: when the colleagues advise a customer or when they measure the blood pressure. The atmoshphere should be good so that the employees can exchange information among themselves.

1.11 Vraag 7: How has your past experience influenced you in leading your employees in an entrepreneurial way? Has your opinion changed over time on this matter an if so why/when?

Respondent	7. How has your past experience influenced you in leading your employees in an entrepreneurial way? Has your opinion changed over time on this matter and if so why/ when?
Malou Oude Luttikhuis_1	Yes, my experience definitely influenced my style of leadership and the way in which I lead my employees in a entrepreneurial way. Approximately ten years ago, I was also a leader/manager/entrepreneur, but I wasn't managing at all. I only cared about the 'content' of management. I was fixing a lot of problems if the employee got stuck in a specific situation. I was only fixing problems others were facing and that is not what leadership is about. What I have learned the past few years, is that 'strength' of leadership is about letting go the work(problems): delegate (=giving freedom to the employee) and give responsibilities to the employees. (=assigning responsiblities) That works most effective in my opinion.
Malou Oude Luttikhuis_2	I changed my view about how you can best lead your employees in a way that works out best for everyone. When I was younger, I thought is was difficult and though, didn't know how to allocate responsibilities, because I tought I neede to take the responsibility for everything and everyone. You can't do all that by yourself, so now I easily give responsbilities to others(=explaining job responsibilities, task objectives) and try to communicate(= interaction, positive) a lot more. Becasue then I know what is going on, how everyone feels. Employees feel like they 'really matter' (=creating nice work atmosphere) because I interact with them.
Malou Oude Luttikhuis_3	Before I worked in a commercial organisation, which is a different culture, and where we worked with targets and everything was based on speediness. Now I need to think/handle in a different way that fits the corporate culture, otherwise it doesn''t work effectively. People are used to harmony and have a 'easy-going' attitude. I have the feeling I need to stimulate them differently (=CODE=consulting ((acting considerate, providing encouragement and support when there is a stressful task)).
Malou Oude Luttikhuis_4	It changed during my years as a leader. Few years ago I was jovial and never had any negative comments. So no one took my advice and my opinion seriously. Now I let them know where they are standing and where I, as a leader, stands. Now everyone takes my opinion, advice seriously and that works much better. So I am convinced that there must be transparancy, but to a certain level.
Malou Oude Luttikhuis_5	Ofcourse it has changed, you learn who to anctipate on problems that arise. Now it is something that I can do easily, but in the past it was a difficult task. When you get older, you collect 'luggage' and you learn that you can't do/decide everything on your own. I had the interion to determine everhting for every single employee. I became overworked. Now I assign my employees with more tasks, (=assigning tasks) give them a budget, and they can determine what to do with it.

Tatjana Bojko_1	If you have to take a risk in your work life it does influence you. You learn from the experience how to manage risks and make you to behave in a more entrepreneurial way.
Tatjana Bojko_2	In other organization I had worked there was too much hierarchy and we were not allowed to do decisions on our own. Everything was fixed and we had strict reposting structure. So I wanted not only to have my own company but wanted a better culture in the organization so **creativity can flow and the company can actually grow** with time. If I would work like my boss before my employees would have left already. (= creativity stimulates the growth of the company)
Tatjana Bojko_3	Worked in the same industry for some time but mostly as a young employee. It was just too hectic and we only had to do what the designer wanted us to do**. I never liked that since I couldn't show what I can** (=employees do want to show their skils) in those 5 years and I was just too young for all that. After that I decided to take some time and do courses in management so I can open up my own business ones. I wanted to get some practical experience so I went to work at a company in the marketing department. There was a more strict structure then ours right now but it was more loose then before. We did had the opportunity to have some freedom, look up what customers want to and give the management some ideas. Shortly after I became one of the marketing managers and was able to lead some project.
Tatjana Bojko_4	

JenniferMarecki_1	During the time as a consultant: There were younger people who just graduated and some were **more intelligent** than oneself. So, they didn't listen to the senior consultants but did everything on their own. **They acted entrepreneurially**. Fascinating! During the time as CEO: Experienced that employees have much more fun to work, are more motivated and thus work more. More Success! So over the time, one realized that leading in an entrepreneurial way is very reasonable. BUT: it depends on the 'type' of people.The leadership style must fit to the person/character.
JenniferMarecki_2	It has changed a lot!! Why entrepreneurial? Because other techniques did not lead to good results! When? It actually started when I worked in Japan, which is an unusual place. It changed my direction totally since Japanese are consensus-oriented. My time in Silicon Valley (1990 it was) changed it as well. Silicon Valley is a very fast and broad environment and it is hard to survive there. But I learned to act in an entrepreneurial way there.
JenniferMarecki_3	During time as a consultant: the leadership style was entrepreneurial. So, got to know it then and liked it. // During time as CEO: It is an operating business and one realizes that in specific processes/situations an entrepreneurial leadership style either works or doesn't work. In some situations one can encourage employees to work on their own and hence act entrepreneurially, but in other situations clear instructions are necessary.
JenniferMarecki_4	After the respondent's apprenticeship: all employees quit their jobs. They were only two persons left. He learned to think entrepreneurially then as this was the only possibility to keep the business running and thus to keep the job. According to the respondent that was the best school to learn to think entrepreneurially. Because of that he wanted to encourage such an attitude in his employees. // During his different then positions: during that time he had lots of autonomy of decision. Everyone was allowed to make what he or she wanted within the scope of few restrictions. That made the company so successful since every employee acted entrepreneurially. **People must do things on their own and learn from mistakes. One needs to give people some liberties and see what results from it.** (=giving freedom, let them do things on their own)

ChrisKellersmann_1	At the beginning of my career I , as the leader of a cafe, was on the same level with my collegues. This has changed in the course of years as this attitude has not worked out.
ChrisKellersmann_2	I have taken part in several seminars dealing with entrepreneurial leadership and i have tried to put into practice in the hotel these experiences i got from the seminars.
ChrisKellersmann_3	For me all drivers are equals no matter if they have been working in our form for many years or if they have just started. My attitude has changed in the course of years as i did many military service in the bundeswehr for a long period and the tone of the voice there was very rough. During my service at the Bundeswehr I spent some time abroad, which has also had an influence on my managerial style, above all in dealing with the employees. This something i have changed over the years in my function as leader of a fleet of vehicles. In general I have become more tranquil and relaxed in dealing with the drivers. Also the the firm has contributed to this positive development because the atmosphere here is very familiar.
ChrisKellersmann_4	It is important to assess the colleagues correctly. **The team must harmonize with each other** and then should not be loners. As soon as the atmosphere becomes worse this has a negative influence on dealing with the customers

1.12 Vraag 9: How would you describe your style?

Respondent	9. How would you describe your style?
Malou Oude Luttikhuis_1	My leadership style is **situation-dependent** and I pay attention to the task-maturity of a person: how well do you do your job? Are you doing this for the first time or do you have experience on that subject? When I see that **someone is not task-mature that I show them behaviors that fit with the directive leadership style.** (=helping to improve someone's skills) The situation itself also depends on how taks-mature a person is, but there is more: motivation and enthusiasm are two factors which are at least as important. When someone is taks-mature, I do not have to do a lot. I switch easily between different leadership styles, but I emphasize on the task and situation of the employee: situational leadership is the style that best describes how I am.
Malou Oude Luttikhuis_2	I do not see it really as leading. **We all have one common targe:** (= defining of goal(s). performing as best as you can. I do give direction when the situation asks for it. You can better call it **coaching**(=providing advice, helping someone) I guess. That is defnitely a must, if you want to add value to your business.
Malou Oude Luttikhuis_3	It is situation-dependent, I need to react on every situation differently. That is something I learned here the past few months.
Malou Oude Luttikhuis_4	I try to lead everyone in such a way, that we satisfy the needs of the clients and that we are not drift away from our target. **I give them freedom and a little bit of guidance to push everyone in the right direction**(=giving adivce, guidance and allowing discretioon in work activities) = CODE (DEVELOPMENT/EMPOWERMENT), but when something goes wrong, I can be strict, but that is good, because then you keep them attentive. But yes, it depends on the situation. I am busy with supporting m y employees, I see myself more as a mentor; **I use my experience to help them and share it with the employees so that they can learn from me and apply it when they are doing their job.** (Being a role model)
Malou Oude Luttikhuis_5	**Inspiring.** (=being a role model) That is the good word I think. Sharing my thoughts, so that they get a warm feeling inside. Creating a atmosphere where in my employees have the space to develop theirselves and grow.

Tatjana Bojko_1	Never ask a leader to describe such as it is difficult. As a leader I have to understand people and not being too controlling. **It is important to let people learn** (=room for learning) and therefore I also have a teaching function. At the same time, I need to have 2 things: context (bringing people together) and data (base more decision on data rather than opinion). Bringing data to the company helped people to understand that it is important and it led to better decision-making.
Tatjana Bojko_2	
Tatjana Bojko_3	Sometimes I am the one saying what they have to do strictly and sometimes I am just their **person to turn to if they need advice**. (=prociding coaching and advice) Most of the time I just look at how the business is going as **I trust my employees being good at what they do**. (=trusting people to make decisions and work on their own)
Tatjana Bojko_4	I manage some teams in their project but I am also having the responsibility of a CMO where all other team manager report to me. We are not a huge company and so I can do both jobs. I give advice to my team members if needed and they show me their ideas and I give advice to other leaders so they know how to behave best.

JenniferMarecki_1	When respondent saw and thus had great anxiety that massive mistakes are being made in a given situation and that it goes the wrong way. Then the respondent intervened to prevent failure.
JenniferMarecki_2	
JenniferMarecki_3	When results that are given a clear strucutre need to be delivered (e.g. a tempalte with certain information how soemthing eneds to be delivered etc.). For example for governmental departments, audits, etc. . In this case, one can't be entrepreneurial.
JenniferMarecki_4	When a special customer doesn't want to see a specific advisor as otherwise no success would be gained. So a difficult customer who is hard to handle. Besides, if it is a major customer who is very important to the firm, the CEO will advise the customer himself.

ChrisKellersmann_1	I am cooperative and fair. <u>**I motivate my colleagues to act independently**</u> (=giving independence to employees) so that they can run the cafe on their own on days that are not so busy.
ChrisKellersmann_2	Cooperative. I try to motivate the colleagues and make them work independently, the more positive is the effect on the return of the firm
ChrisKellersmann_3	Easy to get on with
ChrisKellersmann_4	Co-operative ; colleagues are supposed to have fun

1.13 Vraag 10: What is in your opinion the effect of leading your employees in an entrepreneurial way on employee commitment? Please explain.

Respondent	10. What is in your opinion the effect of leading your employees in an entrepreneurial way on employee commitment? Please explain
Malou Oude Luttikhuis_1	It delivers a huge contribution to the commitment of the employees. **I give them responsibilities,** (=giving responsibilities**)** **and they feel like they are valuable and actually deliver a added value** (=providing recognition) by performing their job, because I have delegated that they need to **take their own responsiblities**. (=taking responsibilites) They feel like they really matter, and in this way I **create harmony** (= good work environment) on the work floor, which has a positive effect on the commitment of the employees. I make them realize that we are one team and we have a common ambition.
Malou Oude Luttikhuis_2	If you lead your employees in a proper way, they feel more like they are **part of the organization**. When they work on a new system in our production-department and by the time the system is launched, they **feel like they contributed to it.** That stimulates them to give 100% of themselves the next time they need to work on something new.
Malou Oude Luttikhuis_3	My style seems to encourage my employees to think a step ahaead and to come up with a fitting solution. They also come up with suggestion for me which I can use. (reaction = situation dependent)
Malou Oude Luttikhuis_4	The commitment of employees increases, because they feel responsible and heard by me. I pay attention to their working method and give compliments for everything that goes well. So **feedback is important**.(=giving support and advice - CODE= consulting and develoment) Giving good feedback, so that they can apply it and learn from my suggestions. Good feedback makes employees more committed to the organisation.
Malou Oude Luttikhuis_5	Due to my leadership style, I see that my employees feel committed to the organization. They can determine for theirselves how to ue the budget, how to sell/buy something. Only requirement is that they make profit for the company.

Tatjana Bojko_1	We measure employees' engagement and since it is in direct relation with commitment. Higher level of engagement was achieved with letting them be entrepreneurial. The result is visible in the whole organization in terms of growth. By letting people be entrepreneurial employees have higher commitment since they feel they contribute to such growth.
Tatjana Bojko_2	If I let people be independent they can grow as individuals and so they are more motivated to continue working. As soon as they see more rules they have to follow the motivation decreases, you can directly see such. So yes it does have an impact.
Tatjana Bojko_3	It is clear for my company that t**he more space I give them to do their work the more happy they are** (=giving freedom stimulates wellbeing of the employee) and the more they want to come to work every day.
Tatjana Bojko_4	We often see the direct link. We give them **space for creativity and independent work** (=encouraging innovative thinking) and they do their job better. As seen on the example in the beginning the employee just did the whole work faster than usually.

JenniferMarecki_1	Entrepreneurially, let liberties, and expect the people to act entrepreneurially, which means **thinking themsevles** (=mental encouragement) and not to come to the CEO for every 'shit'.
JenniferMarecki_2	I try to lead by example and try to lead by building consensus (like in japan) and I am very risk-taking in that. I dare to take contemporary positions and hold on to them and just to challenge.
JenniferMarecki_3	Let liberties, having the attitude that the employee knows how important his input is and trying to motivate him towards that, and giving a credit of trust.
JenniferMarecki_4	Let liberties, rarely setting strict deadlines as employees know that they are supposed to deliver things quickly, trying to be a friend and not only the principal (more co-operative style), trying to set as an example by **leading with personality, and to trust!**

ChrisKellersmann_1	It is a motivation for the staff as they known that they are part of the enterprise. By also **giving them the responsibility** (CODE=Delegating/Empowerment) on less busy days to lead the enterprise on their own. I show them my confidence and this is a a kind of reward for their good work
ChrisKellersmann_2	it is a motivation for the staff. So they know that they are part of the enterprise
ChrisKellersmann_3	The drivers **feel like belonging to the firm. Due to the confidence that we give** them, the driver is more motivated when doing his work. **We also promote new ideas that the staff propose.** (=encouraging innovative thinking) We call this "topp tipp". The drivers who make proposal for improvement in the field of production or supply of products, can present their idea. If it makes an economically advantage, we reward the driver with the profit of the saving.
ChrisKellersmann_4	In some branches this is surely helpful, but i our branch this is not possible. As i mentioned before, the staff are dependet on directives and this does not leave them much room for their personal development. It must be observed that we sell medical products in order to reduce or to remove the health problems of the customers. Therefore, it is important that my colleagues keep to the rule.

1.14 Vraag 11: What is in your opinion the effect of leading your employees in an entrepreneurial way on economic performance of the firm?

Respondent	11. What is in your opinion the effect of leading your employees in an entrepreneurial way on economic performance of the firm?
Malou Oude Luttikhuis_1	not relevant
Malou Oude Luttikhuis_2	not relevant
Malou Oude Luttikhuis_3	not relevant
Malou Oude Luttikhuis_4	not relevant
Malou Oude Luttikhuis_5	not relevant

Tatjana Bojko_1	not relevant
Tatjana Bojko_2	My company depends on developing individual routes for the customers and they have to be satisfied with such. It is only possible if people be creative in developing such so it does affect the performance of my company. But changes in transportation rules influence our flexibility and can affect the final performance too.
Tatjana Bojko_3	not relevant
Tatjana Bojko_4	I would say yes.

JenniferMarecki_1	It rises! The employees have fun, are motivated and develop themselves. **They see that they can do something on their own.** (=allowing freedom - CODE=empowerment) They see the trust and are less afraid.
JenniferMarecki_2	Much more commitment! People are more self-assured. They are willing to take more risk in implementing their decisions.
JenniferMarecki_3	Positive! **Motivation is strengthened, employees develop themselves positively and better potential for the benefit of the firm.** (=room for self-development)
JenniferMarecki_4	**Commitment is high** as the employees are much more motivated. They think that **they are making own decisions and not decisions given from the CEO**. So, they like making own decisions. (=more commitment when giving them freedom in making their own decision withoug tetting prior approval)

ChrisKellersmann_1	Definitely in a positive way. By acting independently, the staff feel more at ease in the enterprise and this has a positive effect on the customers.
ChrisKellersmann_2	Through the motivation of the staff and their identification with the firm the harmony among the staff s better and this has a positive affect on their dealing with the customers.
ChrisKellersmann_3	Tthe economic achievement rises. The structure of the enterprise improves and the staff have a big share in this.
ChrisKellersmann_4	I think it has a positive effect on the achievement of the firm. As my colleagues hardly have any free space, I cannot answer this question in a detailed way. I can only add that if the colleagues are motivated and if there is a good harmony among them, then this also has a positive effect on the economic achievement

1.15 Vraag 12: What is in your opinion the effect of leading your employees in an entrepreneurial way on the social performance of the firm? E.g. employee well being (people) or environmental sustainability (profit)?

Respondent	12. What is in your opinion the effect of leading your employees in an entrepreneurial way on the social performance of the firm? E.g. employee wellbeing (people) or environmental sustainability (profit)?
Malou Oude Luttikhuis_1	Environmental sustainability is not number one priority. Employee wellbeing is important in general. When the **employees feel comfortable and happy** (=feeling happy, enjoying work) it definitely has a positive effect on the social performance. Every employee knows that they can count on me when want to share something with me or thinks differently on a certain subject. I pay attention to their opinion and **treat them like equal persons.** (acting considerate) When the employee has a satisfying feeling, it will also has a positive effect on the failure due to illness and when I ask them to stay longer when a lot of work needs to be done, then there is no one who would say no, just because they feel comfortable, happy and do not hate their job.
Malou Oude Luttikhuis_2	not relevant
Malou Oude Luttikhuis_3	not relevant
Malou Oude Luttikhuis_4	not relevant
Malou Oude Luttikhuis_5	not relevant

Tatjana Bojko_1	not relevant
Tatjana Bojko_2	We offer our customer a more sustainable way of transportation. It is in our policy and mission. So yes if I let people have the freedom they can see more sustainable ways of transportation. And yes I think it impacts their wellbeing too since we are so small we need to have the f**reedom for personal grow and so people can be more happy to work for us**(granting freedom results in a better atmosphere)
Tatjana Bojko_3	It does yes. We need to **allow people to bring in fresh, new ideas** (=challenging people to be creative and open minded to bring in new ideas) so we are not bounded by what other companies do.
Tatjana Bojko_4	The more entrepreneurial we work the more the people want to work for us and with us. So yes people are more committed and motivated, they like to come to work every day and overall we have a nice culture here.

JenniferMarecki_1	Positive due to better decisions! At all levels, people take responsibilities, customer satisfaction increases and hence the economic performances increases.
JenniferMarecki_2	Positive! I have to be convinced that it is positive; otherwise I would not do that.
JenniferMarecki_3	Risk = things can go wrong, which implies that the results are more uneven, but if it is worth it creates much bigger success and ROI than when doing it other way. When succeeding than in a much more positive economic way! Besides, it leads to more extremes.
JenniferMarecki_4	Positive! Turnover and profit are increasing, whereby profit is more important.

ChrisKellersmann_1	The staff members feel quite at ease among themselves, a feeling which is emphasized by the fact that at our place each staff member has an equal position. When there is a **good harmony among the staff members they are friendlier** (=creating harmony among employees) to the customers which has an economic effect on the firm
ChrisKellersmann_2	In particular it is important that staff enjoy doing their work, If the staff have a good relationship to each other the atmosphere is better and they are more willing to learn new things
ChrisKellersmann_3	The well being of the drivers is good. Our drivers also get higher wages if the enterprise grows economically. This motivates the staff to do their job properly as they are rewarded and have a safe working place.
ChrisKellersmann_4	In case of a good harmony among each other the employees are also friendlier to the customer which has an economic influence on the firm.

1.16 Vraag 13: Do you have any final comments or thoughts on this matter you would like to share?

Respondent	13. Do you have any final comments or thoughts on this matter you would like to share?
Malou Oude Luttikhuis_1	**Innovation and leadership are connected.** (=match with literature) Innovation and management not. With leadership, you try to **inspire the people** (being a rolemodel for the employee) and busy with what you are going to do. A manager cannot be part of a innovative company. **Innovation is about going into the right way** and having a **vision** (=providing of vision) that you share with every individual.
Malou Oude Luttikhuis_2	not relevant
Malou Oude Luttikhuis_3	no comments
Malou Oude Luttikhuis_4	no comments
Malou Oude Luttikhuis_5	no comments

Tatjana Bojko_1	no comments
Tatjana Bojko_2	
Tatjana Bojko_3	no comments
Tatjana Bojko_4	no comments

JenniferMarecki_1	**Employee wellbeing rises due to the previously mentioned reasons**. // Environmental sustainability is no automatism, which means it can but must not. However, leading entrepreneurially corrects it positively as people start thinking. In this case it is important, e.g. the ovens in the shops: by saving energy, we save costs and that is entrepreneurially and additionally it is environmentally sustainable. Besides, everyone who thinks and acts entrepreneurially should have this topic on his agenda.	Entrepreneurship is very strong among the over 200 franchisees. A company with franchising system is entrepreneurially characterized. Many entrepreneurs come together, leading to continuous innovation. SO: Franchising → entrepreneurial environment → entrepreneurial leadership → example par excellence ;)
JenniferMarecki_2	People well-being is much higher than in another environment. But depends on **having the right people in the organization** that can work this particular way how work is done in the company. This already starts in the selection process: find the right employee for the company and this particular leadership style.	no comments
JenniferMarecki_3	Employee wellbeing rises. What has to be considered in this case: the employees don't do a 5-to-9-job, but work more than they would somewhere else. This implies that everyone likes working more and does it voluntarily. **Employees need to identify with the company. //** Environmental sustainability doesn't matter here!	**Factors that play a role: team size and age; tasks;** company size and stage . // Leading entrepreneurially to encourage employees to act entrepreneurially. // Start-up: there is still a lot in progress, very agile, etc. . A start-up wouldn't survive without entrepreneurial thinking / without leading in an entrepreneurial way.
JenniferMarecki_4	No fluctuations. Emplyoee wellbeing rises: Less sickness absence rate, employees feel more comfortable and like going to work even if they are sick. // Environmental sustainability: Since it is the sales office, topic is not considered much. However, this office is called 'Green Office' as the employees try to print as little as possible etc.. They do so on their own and not because of being said to do so. Employees try to think sustainable because the reputation of the firm matters to them.	**Share all information with your employees (e.g. M&A etc.) // Acquire a positive attitude and try to pass it on.**

ChrisKellersmann_1	no comments
ChrisKellersmann_2	no comments
ChrisKellersmann_3	no comments
ChrisKellersmann_4	no comments