

From start-up to scale-up

In search of the relationship between the founder's decision-making autonomy,
leadership style, and the organisational growth

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Abstract

This study researches the relationship between a first time, start-up founder's strategic decision-making autonomy, leadership style, and the employment growth in an organisation that is making the transition from start-up to scale-up. This study was done with by looking into four cases with the Retrospective Team Events and Affect Mapping approach designed by van Dun and Wijnmaalen (2020). This involved doing five key informant interviews with the founders of the four cases, by sending a questionnaire to the employees, and four group interviews with a total of eleven key actors. The cases consisted out of one organisation fully owned by the founders, two externally funded organisational were the founders still had majority shareholder rights, and one spin-off. After presenting the results in a narrative description, three propositions were drafted up. The first propositional stated the decision-making power of an employee relates negatively with the strategic decision-making autonomy of the founder during the transition from start-up to scale-up. The second proposition states that resources, like money, knowledge, and a network, brought to the organisation by the investor relate positively with the employment growth during the transition from start-up to scale-up. This relationship is moderated by the strategic decision-making autonomy of the founder. The third proposition is resources brought to the organisation by the investor relate positively with the employment growth during the transition from start-up to scale-up. This relationship is moderated by the fault line strength between the founder and investor.

There were a few limitations to this study, one of which is the 2020 COVID-19 pandemic. This had an effect on the number of organisation willing to participate. A type of founder that is now missing from this study, is one that has founded an organisation before as this has an impact on the decisions this founder makes. All the cases in this study consisted of Dutch organisations, organisations in different countries have different cultures and might make different strategic decisions based on a different cultural background.

A major avenue for future research is the observation that all of the founders were transformational leaders. This leadership style seems very suiting for start-up and scale-up organisations as it is able to deal with the turbulence that comes in these periods of organisation. A second suggestion for future research is the founder-investor fit, as a good fit will lead to a more organisational opportunities being explored. A third suggestion is the role change a founder goes through during the transition from start-up to scale-up. As in this study, no change in leadership style was observed, only a very strong change in the role the founder had inside the organisation.

Keywords: strategic decision-making autonomy, leadership styles, start-up, scale-up, organisational growth, employment growth

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1 Introduction

Seeing a start-up flourish and seeing it becoming a successful enterprise is a wonderful transformation to witness. As start-ups improve regional development as well as they create jobs, indicating their importance for the local region. However, only a small percentage of those start-ups grows to become successful firms (Acs & Armington, 2006). This despite the support from local governments (Brown & Mawson, 2016). Thus, founding a start-up is easier than making it grow (Carucci, 2016; Isenberg, 2012). This research will explore why start-ups have difficulty developing themselves. The first step will be taken into to the direction of the founder(s) of the start-ups, to see what influence s/he has on the growth of the organisation.

The term start-up is loosely used in both professional and scientific research. There are many synonyms used to point to a group of people that form start-up teams, some examples are new venture team, nascent team, founding team, entrepreneurial team and pre-founding team. On top of that, the different concepts are also referred to inconsistently with different terms (Knight et al., 2020). To stop the confusion and aid in creating a stronger paradigm for start-ups teams, Knight et al. (2020) proposed the following conceptualization: “teams engaged in entrepreneurship, in which members own some equity, have some autonomy in making strategic decisions, and possess some entitativity.” (p.259). This is the definition of the concept start-up that will be used in this study.

There are a number internal and external factors, that influence the change a start-up becoming scale-up is going through. One of these factors is the start-ups’ leader(s), often this is still the founder(s). This person or persons saw an opportunity and acted upon it by starting an organisation that was capable of creating value for others and being rewarded for that in return. As pointed out by many scholars, the influence a founder has on the organisation, especially in the early days of the start-up, is enormous (e.g. Adizes, 1979; Brown & Mawson, 2013; Torbert, William R., 1974). However, during the transition from start-up to scale-up the founder has to turn into a leader, which is something founders struggle with (Jirásek & Bílek, 2018). This study will focus on the leadership style that the founder uses and how outside influences might hinder the founder from making the decisions s/he wants to make.

In order to track the influence of the founder, a measure needs to be chosen to display this influence. This measure is the growth of the organisation. As there is a multitude of methods to measure the organisational growth, choosing one is difficult. This difficulty not only resulted in the absences of one clear definition of organisational growth by scholars, but there is also no single leading measure to measure and compare organisational growth from different

organisations with each other. However, according to Gilbert, McDougall, and Audretsch (2006), the three most important parameters that influence the organisational growth are sales, employment, and market share. The combination of employment growth and sales is chosen as the measures in the research, as sales alone is no good measure according to Kiviluoto (2013). When an organisation starts to scale-up, employment growth stays stable while the number of sales should rise. It is the combination of these two that allows for a representative measure for organisational growth. Employment growth is often the result of a change in strategy which requires more employees (Gilbert et al., 2006). From this change in employment, growth could follow, this can indicate the beginning of the transition from start-up to scale-up. Each of the parameters has its disadvantages. The common problem is that in each industry the number of employees compared to the number of sales differs. As an organisation selling software is able to grow with less employees as an organisation that has production facilities. As industries where the time to market is very long, the organisation can grow but not sell a lot of products (Gilbert et al., 2006; Kiviluoto, 2013). Market share was also one of the measures to measure growth with. However, market share has the disadvantage of also being susceptible for outside influence (Gilbert et al., 2006). Additionally, the market share of a start-up can either be really large as they started or created their own niche market, or the market share can be really small as they share the market with a lot of larger competitors. Measuring growth in number of employees and the sales allows for a wider range of organisations to be made comparable to each other. As number of employees is able to show strategic changes and is less likely to be influenced by events outside of the organisation. To ensure conclusions are not drawn prematurely, the emphasis is put on the sustainability of the organisational growth. If the changes due to the growth are sustained, the organisation might be closer or has gone successfully through the transition and might as a result, have moved into the next phase in their lifecycle.

The purpose of this research is to explore whether the founder's strategic decision-making autonomy of a start-up has a relation to his or her leadership style and the organisational growth measure by the number of employees and sales. Thus, the following research question was formulated:

“How does a start-up founders' strategic decision-making autonomy and leadership style relate to a sustainable employment growth during the transition from start-up to scale-up?”

The goal of this research is to explore if there is a relation between the founder's decision-making autonomy, leadership style, and an organisation in transition from start-up to scale-up. By doing so, this research will help to further develop the research done by Knight et

al. (2020). As they defined what a start-up team is, this research will make a beginning on the influence of the founder in such a team is. A more practical lesson founders can draw directly from this research will be whether their strategic decision-making autonomy is important as they might feel it is and the influence of their leadership style on the growth of the organisation. First, the current literature will be reviewed to see what has been written about start-up and scale-up organisations, the founder's strategic decision-making autonomy, leadership styles, and the influence founders have on employment growth in the context of an organisation in transition from start-up to scale-up. Next, these findings are verified, and possible additional knowledge is found with the Retrospective Team and Affect Mapping (R-TEAM) approach (Van Dun & Wijnmaalen, 2020). After all results are analysed, they will be discussed, after which a conclusion is drawn. After the conclusion the limitation, directions for future research, and practical implications are given. At the end of this study, founders in start-ups will be more aware of the influence of their strategic decision-making autonomy and leadership style on the growth of the organisation.

2 Theory

This theory section has four parts; organisational lifecycle theory, organisations types at the beginning of the lifecycle, founder's decision-making autonomy and leadership styles. They will be treated in this order and contain all necessary information to build the conceptual model.

2.1 Organisation life-cycle theory

To help understand when an organisation moves from the start-up phase to the scale-up phase, organisational life cycle theory is used. Although a more traditional framework will be used in this research, the latest framework will also be briefly touched upon as it is more accurate in than the traditional frameworks.

The more traditional frameworks used in organisational life cycle theory have been criticised for being based on “a biological and often deterministic and somewhat mechanistic view of the development of an enterprise.” (Dufour et al., 2018, p. 180). The firms characteristics are ranked at a given point in time, the collection of these characteristics are then used to describe the firm's work environment (Tam & Gray, 2016). According to Dufour and colleges, the problem lies with the linearity of the sequence of the cycle and the way the different phases are presented in a way that they only work from left to right (for example launch, growth, maturity and decline). As a solution Dufour and colleges propose the Ecostyle framework, as seen in Figure 1.

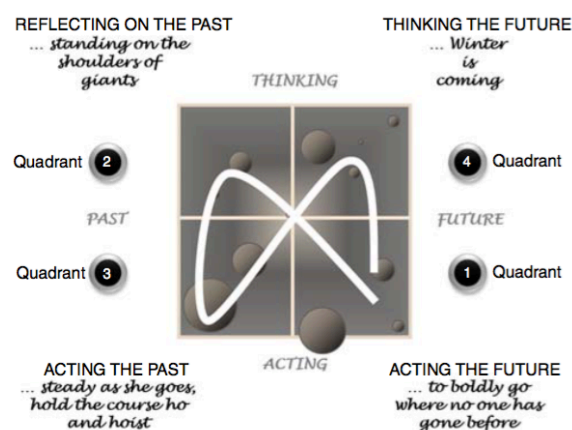


Figure 1. Ecostyle framework from Dufour et al. (2018, p. 175)

This framework lets go of the biological terms and is even more designed as a cycle compared to the more traditional organisational theory lifecycles which are more linear in nature (begin, middle, end). It is clear that even within a phase of an organisation, say start-up, an organisation can go through these cycle multiple times before leaving the stage. There is no guarantee that if an organisation goes through the cycle often enough, it will move on to a different stage.

Despite the improvements made by Dufour and colleges to the organisational life cycle theory, the traditional frameworks are still valuable for this research as the comments they had are on how the theory approaches the entire span of the lifecycle and how an organisation moves from one stage to the next. However, as this research will rely on the theory only for validation purposes whether an organisation qualifies as a scale-up or is still in the start-up phase. The framework presented by Dufour and colleges is a great addition to the original lifecycle frameworks as it can explain how organisation are able to make the transition from start-up to scale-up.

To quantify start-up and scale-up, the life cycle classifications of Miller and Friesen (1984) will be used. This decision is supported by Jirásek and Bílek (2018), whom performed a literature review with 24 different studies concerned with describing organisational lifecycles. They concluded that there are five stages in which an organisation can be, (i) founding, (ii) growth, (iii) maturity, (iv) revival, and (v) decline. Jirásek and Bílek (2018) strongly agreed with the model presented by Miller and Friesen, as Jirásek and Bílek (2018) state “We consider five-stage model of Miller and Friesen (1984) well-fitting the situation [of the life cycle of an organisation]” (p. 13). The stages in the model proposed by Miller and Freisen (1984) are (i) birth, (ii) growth, (iii) maturity, (iv) revival, and (v) decline. Where this research will focus on the characteristics of the birth and the growth stage to determine when the organisations enter and leave the transition period. The birth and growth phase will be elaborated on in extensive detail in the next section, whereas maturity, revival and decline are described more briefly.

2.1.1 Birth phase

In the birth phase, organisations are trying to find a product market fit. The products they offer are often for niche markets as they are not ready for competition due to there being no reputation yet. The way in which they try to find a niche market often involves trial and error (Miller & Friesen, 1984).

Organisations in the birth phase are often small in all three measure, the number of employees, the number of sales, and the market share (Miller & Friesen, 1984). The ownership of the organisation is very concentrated as, Adizes (1979) describes it as a one-person show that cannot survive without the founder. Success of the organisation is very dependent on the drive of its founders (Scott & Bruce, 1987). Where the founders focus is to make the organisation survive and produce results, making the administrative task a simple one (Miller & Friesen, 1984). This results in organisations with “crude information processing and decision-making methods” (Miller & Friesen, 1980, p. 1163). They are able to keep this up as

the market they are in are simple as there is often only one type of customer to which they are selling. This is why there is no need for a complex organisation structure and the leadership stays very informal and centralised (Gray & Ariss, 1985; Smith et al., 1985). As the power is concentrated and tasks are very rarely distributed, there is also no need for specialists as the organisation as the organisation continues to serve only one type of customer. This result in very little attention is being paid to the organisation, which has no “managerial depth” (Adizes, 1979), resulting in an organisation no one other than the founder is able to control. A benefit of this type of organisation structure is that in these types of organisations bold decisions can be made (Miller & Friesen, 1984), which might pay off on the long run. Another characteristic of this type of decision-making is that decisions are made on the founder’s intuition rather than any analytical mode of reasoning. This can lead to decisions conflicting with each other decisions or organisational objectives as the decisions are based on a small number of factors as well as opinions (Miller & Friesen, 1984).

2.1.2 Growth phase

In this phase the emphasis is on growth and diversification. This diversification is towards offering different products in the same market than to expend into different or new markets. Smaller changes to the product are more common, as the decision-making becomes less bold (Lester et al., 2008). These small changes will tailor the products to the new market. These changes are a result of managers trying to identify specific subgroups of customers to serve them better. These changes results in the abandonment of the niche market strategy as broader markets are served (Jirásek & Bílek, 2018) . This will also mean they will face more competition (Kazanjian & Drazin, 1990).

The change in strategy combined with the size increase which gives them a stronger position than firms in the birth phase allows them to lead them into more hostile environments and lobby with different levels of the government. This stronger position also allows them to acquire smaller competing enterprises, these enterprise function in the same market as they do. This is a deliberate decision to diversify in the same market instead of acquiring firms in new markets (Miller & Friesen, 1980). The purpose of this rapid growth is will lead to advantages that come with the operating on a larger scale (Miller & Friesen, 1984).

What brought the organisation this far was the commitment of the founder, whom now has to let go of some of the control that s/he originally had in order for the organisation to grow further (Adizes, 1979). This is due to the size of the organisation increasing and exploration of the market they are operating in. This adds new information streams which results in the owner

not able to keep track of everything that is going on inside the organisation (Miller & Friesen, 1984). To keep the organisation functioning efficiently, the owner has to establish a formal organisation structure as the centralised structure that could keep up in the birth phase no longer can cope with the size and information that comes with the growth of the organisation. A new, more departmentalised, more functional-based structure is put into place. This allows for administrative tasks to be divided among middle management and communication among departments happens in a more controlled and effective manner (Miller & Friesen, 1984; Scott & Bruce, 1987). This departmentalisation is also due to more specialists being hired to be able to provide more expertise on products, markets and controls in the more new market segments the firm now operates in (Miller & Friesen, 1984).

As more layers of management are added to the organisation and more people are involved in the decision-making process. This is partly due to the voice of the owner becoming less prominent as decisions are made more as a team, as managers are added into the organisational structure (Lester et al., 2008). More conservative managers will question more daring proposals resulting in decisions that are taken are more risk averse and less proactive. Decisions are, however, still by no means conservative. Although, the decision are made more analytical, multifaceted and better integrated into the organisation as discussion and debate before a decision is made is more common (Miller & Friesen, 1984).

2.1.3 Maturity, revival, and decline

In the next phase, the maturity phase, organisation try to retain as much of the market share they manage to claim during the growth phase (Adizes, 1979). This is done by preventing foreign companies from entering the market or with lobbying efforts with the government as the market stays the same as in the growth phase only now it has become saturated with competitors all going after the same customers. Product innovation has come to a complete standstill, changes to the product are mostly done to keep up with the competition (Bonn & Pettigrew, 2009). As the product is no longer a unique selling point, money has to be made by making production and all other processes more efficient. In order to achieve this, more information about the processes is gathered. Ownership will also become more dispersed as founders leave or retires from the organisation and the organisation goes public (Bonn & Pettigrew, 2009). The organisation structure is very similar to the growth phase, only larger, combined with the professionalisation of management and all the information gathered causes the administrative task to become more labour intensive (Lester et al., 2008; Miller & Friesen, 1984).

During the revival phase the organisation starts to change for the better again. It starts to diversify into different markets. Innovation takes place on both minor and major product lines and services. Expanding the number of products offered and the markets they are offered in. Ownership has become widely dispersed and the impact of the board of directors and the owners on decisions that are made are moderate. The markets that are entered now are new, markets are turbulent and product-market innovation is very high, additional competitors are also entering the market. As structure follow strategy, this new strategy requires a change in structure, this means firms change to a more divisional structure as the markets that are entered differ severely from each other. This means the directors has less power over what happens in each division, as there is just too much going on for one person to have knowledge about it all. Each division has its own marketing, production and R&D team which are overseen by a person that reports to the CEO. Day to day operations is left to each division to decide for their own, whereas the strategy is decided at the top level of the hierarchy. The strategy is based on analytics, reflection and a participative approach and has become less risk averse and more proactive (Miller & Friesen, 1984).

During the decline phase the focus is again on preserving what was already there. There is much focus on keeping important figures within the organisation happy which results in less customer-oriented focus. As markets shrink and the organisation has not diversified, due to the internal focus the environment is not scanned anymore. This resulted in a lack of new funds to either innovate the product or diversify in new markets (Robbins & Pearce, 1992). The poor communication between the hierarchal layers prevents customer complaints or wishes from reaching the top level, this prevents managers from being able to take appropriate action. As this results in crises and middle management fails due to trust issues, top management is busy solving these crises instead of working on a vision for the future (Johnson, 1996; Miller & Friesen, 1984).

2.2 Start-up and scale-up

Start-up and scale-up are terms that are easily used but seldom clearly defined. To solve this problem, the following sections will define what is meant with these terms when used in this research. Figure 2 shows how these terms, start-up and scale-up, compare to the lifecycle stages designed by Miller and Friesen (1980).

2.2.1 Start-up

Start-up and the birth phase by Miller and Friesen (1980) are two terms that can be used interchangeably as the phase of an organisation they describe are the same. In the conceptualisation of Knight et al. (2020) there are three elements that define what a start-up is: ownership of equity, the autonomy of strategic decision-making and entitativity. When it comes to the ownership of equity, Knight et al. (2020) state that the degree of ownership can range from fully internal to fully external. The distribution of the ownership among the team members might also differ. The second dimension that represents a start-up is the autonomy of strategic decision-making. It represents the amount of control the members of the start-up have over strategic decisions like resource allocation, the direction of the competitive advantage or the development and introduction of new products (Knight et al., 2020). It is defined over a wide spectrum, ranging from “heteronomy (i.e., team members are subject to the preferences, guidelines, and superseding authority of external stakeholders) to full autonomy of decision-making (i.e., team members are able to make strategic decisions independently)” (Knight et al., 2020). The last dimension is entitativity – “that property of a group, resting on clear boundaries, internal homogeneity, social interaction, clear internal structure, common goals, and common fate, which makes a group ‘groupy’” (Hogg et al., 2007, p. 136). Here, again, Knight et al. (2020) specifies a range, starting at one extreme where the start-up team is the new venture and ending in the cases where the start-up is part of a larger organisation, for example special side projects of large organisations. Another possibility is when the start-up itself is divided up into subdivisions with a top management team overseeing the different teams.

2.2.2 Scale-ups

Monteiro (2019) is the first one to create a definition of scale-ups as he notices that “there is not yet a precise definition of scale-ups in literature.” (p.102). Monteiro defines the scale-up as “an high growth firm whose accelerated cycle of growth and wealth creation is fundamentally based on the scalability of its business model.” (Monteiro, 2019, p. 103). A scalable business model is also defined by Monteiro (2019) as “one that is characterized by activities or transactions that can be replicated in such a manner that the firm is able to increase its revenue at a rate faster than its costs, thus gaining scale.” (p. 103).

As scale-ups are defined as organisations that have scalable business model and scaling is what happens in the growth phase, scale-ups are organisations in the growth phase. A mapping of the different company lifecycle labels in comparison to the labels created by Miller and Friesen can be seen in Figure 2.

Birth	Growth	Maturity	Revival	Decline
Start-up	Scale -up			

Figure 2. Map of the different company lifecycle labels compared to the labels created by Miller and Friesen.

2.3 Founder's strategic decision-making autonomy

A founder's strategic decision-making autonomy can be split up into strategic decision-making and the amount of freedom, the autonomy, a founder has to make those decisions. The mechanism on which strategic decision-making is based is strategic thinking. Strategy thinking consist of two processes: planning and thinking (Steptoe-Warren et al., 2011). Planning is the analysis part; it involves the establishing of systems and procedures and their formalisation. The thinking process is about creative, innovative and intuitive thinking throughout the entire organisation (Steptoe-Warren et al., 2011). So, when applying this to an organisation, strategic decision-making is about giving direction to the organisation through planning and thinking. Having a clear strategy throughout the organisation makes the organisation more aligned and gives a clear direction for the future. The amount of control the members of the start-up, and thus the founder, has in the making of strategic decision is depend on the level of autonomy. The broad consensus of the meaning of autonomy is that it is an individual's ability to make decision independent of others (van Gelderen & Jansen, 2006).

The founder can, very deliberate, choose to use his or her strategic decision-making autonomy, as the founder can exchanges x percentage of the ownership and thus his or her strategic decision-making autonomy for capital to fund operations (Nelson, 2003). Nelson (2003) further elaborates:

Within this logic, founders balance the value of their immediate, personal control of the organization with its survival and growth needs, taking into account the immediate benefits they derive from the exchange. Within some parameters, founders likely express their preferences on this balance, and the organization is affected as a result. (pp. 711)

2.3.1 Strategic decision-making

Samimi, Cortes, Anderson, and Herrmann (2020) define strategic leadership as “the functions performed by individuals at the top levels of an organization (CEOs, TMT [top management team] members, Directors, General Managers) that are intended to have strategic consequences

for the firm.” (p. 3). They also define eight functions that together form strategic leadership: “making strategic decisions; engaging with external stakeholders; performing human resource management activities; motivating and influencing; managing information; overseeing operations and administration; managing social and ethical issues; and managing conflicting demands.” (Samimi et al., 2020, p. 3). The founder is one of the most important strategic decision makers in a start-up. The amount of freedom a founder gets to give shape to these eight functions gives an indication to his or her strategic decision-making autonomy.

Making strategic decisions: Strategic leaders influence the organisation through strategic decisions they make. Strategic leaders are at the top of the organisation, their decisions can come with major reallocations of resources and the commitments they make on behalf of the organisation can impact the organisation for many years to come (Wang, Holmes, Oh, & Zhu, 2016).

Engaging with external stakeholders: Strategic leaders build and manage the relationship the organisation has with external stakeholders. They do this by representing the organisation and are able to obtain competitive advantages (Samimi et al., 2019). This can be the access to resources (Westphal et al., 2006), enhancing the reputation of the firm (Carter, 2006) or help navigate crises (Westphal et al., 2012).

Performing human resource management activities: Strategic leaders make decisions regarding the members of the organisation. These decisions are regarding the selection, evaluation, compensation, and development of organisation members (Samimi et al., 2019). By making decisions involving human resource management, the CEO of the organisation can influence the performance of the firm (Chadwick et al., 2015).

Motivating and influencing: A leader can display different kinds of leadership styles which are perceived by and influence followers differently. These behaviours can “unify, motivate, and encourage followers to pursue a strategic vision as well as shape organisational culture” (Samimi et al., 2020, p. 5).

Managing information: Information is very important, and a strategic leader has easier access to information and more information available than the rest of the organisation. This information is not only used to base decisions on, but also the distribution, framing and withholding of the information to the rest of the organisation are all strategic decisions a leader can make (Cao et al., 2015; Carpenter & Sanders, 2004).

Overseeing operations and administration: Strategic leaders can be the architects of the organisational structure (Beckman & Burton, 2008), they initiate processes that support the organisation in its growth, e.g. learning processes (Hannah & Lester, 2009) and they put

processes in place that monitor the organisation and its members (Carnahan, Agarwal, & Campbell, 2010). This has significant impact on the organisation and how it deals with the implementation of strategy or how it deals with change, both internal and external (Sine, Mitsuhashi, & Kirsch, 2006).

Managing social and ethical issues: As stakeholders demand more social responsibility from organisations, the strategic leaders have important decisions to make regarding those responsibilities and how many they are willing to take on. As the strategic leaders also represent the organisation, they are also judged on their personal behaviour when it comes to taking responsibilities or their involvement in (personal) scandals (Zahra et al., 2005).

Managing conflicting demands: Decision-making is nothing more than balancing conflicting interests and deciding in which manner the costs out way the benefits in the most favourable way. Strategic leaders do not only have to balance their own conflicts, they will be also ask to interfere in conflicts other might have within the organisation. Both these ways of influencing conflict has an impact on the organisation, both on the people as well as the performance of the organisation (Georgakakis et al., 2017; Zhu, 2014).

2.3.2 Decrease of the strategic decision-making autonomy of the founder

The strategic decision-making autonomy of the founder can be decreased with force, this would be a restriction, but it can also be voluntarily decreased by the founder. The relationship between the founder and investors is described in a model by Lim et al. (2013), as seen in Figure 3. Although these are still propositions, what they propose is that if investor and founder are

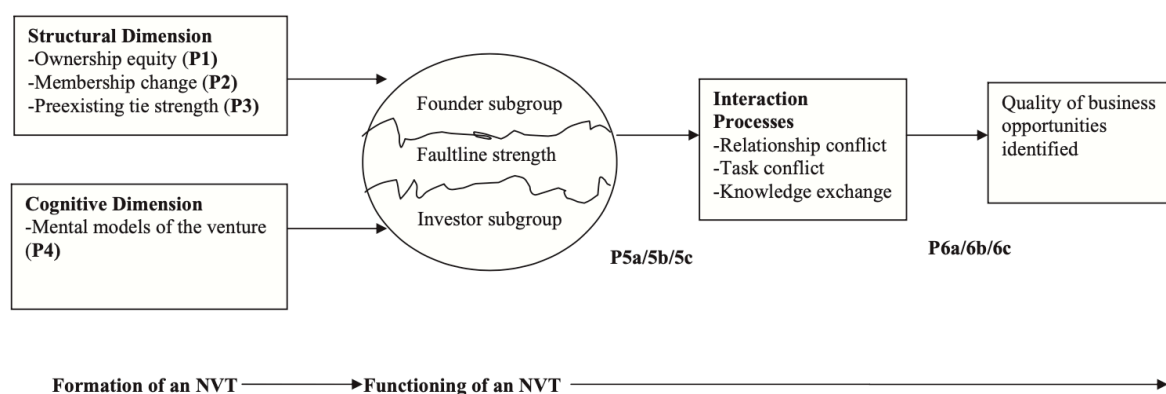


Figure 3. Research model of NVT as subgroups of founders and investors by Lim, Busenitz, and Chidambaram (2013, p. 52)

more similar, the fault line strength will be less. They suggest that the strength of the fault line is depend upon structural and cognitive dimensions. The weaker the fault line between the two

is, the better the organisation will function. The three structural dimensions consist of three subdimensions:

- Ownership equity is the division of ownership between the founder and the investor. The power and authority is divided through the percentage of ownership by the investor, the more the investor owns, the more power s/he has (Fisher et al., 2016; Knight et al., 2020). If the balance is off, the founder might feel threatened (Lim et al., 2013). This external source of finance can have many forms, e.g. a bank, venture capitalist, crowd funding, or angel investors. Chrisman et al. (2005) found a positive relationship between the time spent in guiding start-ups and the absolute growth in sales and employment in those start-ups. However, they also found that this positive relationship is non-linear one. It decreases with the amount of time invested and at some point, even turns negative becoming a restriction for the founder.
- Membership change is when members from the organisation leave and are replaced by new employees. These employees have to match both the founder and the investor (Lim et al., 2013). Depending on the type of investor, they will want to make certain organisational changes or be in the board of the company (Hellmann & Puri, 2002; Jain & Tabak, 2008).
- Pre-existing tie strength is the relationship the members of the founding team and investor team have among each other before they founded or joined the organisation. This also holds for the relationship between the founder and investor. The better the relationship, the weaker the fault line between the founder and investor will be as there will be more room for constructive debate and critic (Lim et al., 2013).

The cognitive dimension is determined by the shared mental model of the organisation. It is about how well do the goal of the founder and that of the investor line up (Lim et al., 2013). The better this line up, the weaker the fault line will be. This is tricky as the main objective of the investor is to make money of the investment by selling the shares after an unknown period of time (Fisher et al., 2016). Thus, the relationship between the investor and founder is subjected to an agency problem as the investor has different goal than the founder (Bruton et al., 2009). The only principal guarding the relationship is the long-term self-interests of both parties.

2.4 Leadership styles

Every person has a leadership style, as a result there are numerous leadership styles. In the transition from start-up to scale-up the type of leader the organisation may change (Cardon et al., 2009). As a start-up, the organisation is small, and the leader is still one of the team. S/he participates actively in the product or service development, as often the idea to start a business was theirs. As the organisation grows and more specialist knowledge is needed, they will no longer have sufficient knowledge to add value to the product. On top of that, the organisation has to diversify as it has been developing a one trick pony (Miller & Friesen, 1984). This is the task often falls into the lap of the founder, as during the growth of the organisation, s/he continued to be the leader of the organisation. However, this leadership task of this larger organisation is different than the one s/he had in the start-up phase. No longer is s/he working on a product but now s/he is working on the organisation that makes the product. This often requires change of the founder's behaviour (Adizes, 1979).

There are a wide variety of leadership styles out there. Anderson and Sun (2017) review the most frequently studies newer leadership styles: charismatic, transformational, transactional, initiating structure and consideration, ideological and pragmatic, servant, authentic, ethical, spiritual, integrative public, and shared/distributed leadership.

Table 1 provides a short summery of each leadership style.

Table 1. Leadership styles and behaviours.

Leadership style	Typical behaviour	Source
Charismatic	Charismatic leaders are seen as reformers. They achieve this status by sharing an idealised future vision. They motivate their followers by engaging in exemplary acts that are perceived as great personal risk and sacrifice. These actions build trust and empower the followers.	(Conger & Kanungo, 1994)
Transformational	Transformational leaders and their followers' goal might start out separate, but as they gain mutual support from each other as it raises the level of human conduct and the ethical aspiration of both leader and follower.	(Burns, 1978)
Transactional	Transactional leaders set up an exchange, in which the leader takes the initiative to make contact. Beyond the exchange there is no relationship build.	(Burns, 1978)
Instrumental / charismatic	An instrumental leader has a lot of knowledge on the topic which s/he uses to help his or her followers. S/he is also an expert in	(Antonakis & House, 2014)

	scanning the environment, formulating and implementing strategies and tactical solutions.	
Initiating structure and consideration	Initiating structure is about how leaders organise their role and the roles of their followers. By focussing on goal attainment by managing the task.	(Anderson & Sun, 2017)
Ideological	Ideological leadership is very similar to instrumental leadership apart from how they deal with crisis. Ideological leadership also uses a strong vision, but one based on personal and social values that the leader and the followers have in common and a glorious past they want to return to.	(Mumford et al., 2008)
Pragmatic	Again, pragmatic leadership is very similar to instrumental leadership, again, apart from the way leaders handle crisis. Pragmatic leaders focus on the causes responsible for the crisis and basis the goals on threats and opportunities that are present in his or her near environment.	(Mumford et al., 2008)
Servant	A servant leader style focusses on the growth of the followers.	(Stone et al., 2004)
Authentic	Authentic leadership is 'a pattern of leader behaviour that draws on and promotes both positive psychological capacities and a positive ethical climate, to foster greater self-awareness, an internalized moral perspective, balanced processing of information, and relational transparency on the part of leaders working with followers, fostering positive self-development'.	(Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008, p. 94)
Ethical	A leader with an ethical leadership style is a moral person, a moral role model for the followers and a moral manager. This means s/he makes the ethics of a decision an explicit point on the agenda.	(M. E. Brown & Treviño, 2006)
Spiritual	Spiritual leaders motivate their followers by comprising the values, attitudes, and behaviours in a way that followers have a spiritual calling for the goal and their membership for the organisation.	(Fry, 2003)
Integrative public	Integrative public leadership is focused on bring people or organisations from very diverse background, together in a semi-permanent way to fix public problems and achieve common set goals.	(Crosby & Bryson, 2010)

Shared/distributed	Shared or distributed leadership style is applicable when the leader has to divide his or her influence across multiple teams.	(Carson et al., 2007)
Laissez-faire	Laissez-faire leadership style is characterised by the lack of leadership as the behaviour of the leader is unrelated to the performance of his or her followers. Additionally, decisions are avoided, such a person hesitates to take action, and is absent when needed.	(Hinkin & Schriesheim, 2008)

Due to the overlap in many of these styles as Anderson and Sun (2017) state, this research will focus on the transactional, transformational, instrumental, and laissez-faire leadership styles. According to Antonakis and House (2014), instrumental leadership adds to Bass's (1985) full-range leadership theory, which includes the aforementioned three leadership styles. They argued that "leaders must undertake certain activities that are not based on vision, providing challenge, social support or encouragement, nor are they hinged on the fulfilment of transactional obligations" (Antonakis & House, 2014, p. 748), and this void can be filled with instrumental leadership. The full-range leadership theory from Bass (1985) is one of the most research leadership theories. It contains three prominent types of leadership styles which are the transformational, transactional and laissez-faire leadership styles.

Transformational leadership is characterized by motivating followers with a series of self-interests sacrifices by the leader and with those motivate the followers to devote exceptional effort to the causes (Anderson & Sun, 2017; Hoogeboom & Wilderom, 2019). Day and Antonakis (2011) state that transformational leaders also set high expectations for themselves and their followers and in this way make them achieve beyond their own expectations. The leaders try to achieve this by arousing the followers needs for achievement, affiliations, or power motive (Day & Antonakis, 2011). Transformational leadership is characterised by four dimensions:

1. Idealised influence, this dimension reflects how admirable a leader is which causes the followers to identify with the leader on an emotional level (Bass, 1985; Day & Antonakis, 2011; Judge et al., 2004).
2. Inspirational motivation is the degree to which the leader can motivate his or her followers with a vision that challenge them with high standards and motivates them with optimism, and gives meaning to the task that need to be performed (Bass, 1985; Day & Antonakis, 2011; Judge et al., 2004).

3. Intellectual stimulation is the degree to which the leader challenges the ideas, risk, or assumptions presented by his or her followers (Bass, 1985; Day & Antonakis, 2011; Judge et al., 2004).
4. Individualised consideration is the degree to which the leader gives individual attention to each of its followers. This can be acting as a coach or mentor or just listening to follower's concerns and needs (Bass, 1985; Day & Antonakis, 2011; Judge et al., 2004).

Bass (1985) suggests that transformational leaders are more likely to be accepted in organisation which are able or are willing to take risks and are ready to accept change. In other organisational units, ones with more tradition, rules, and sanctions, transactional leaders would be perceived as unsettling, unstable, and a danger for the existing organisational structure (Bass & Avolio, 1990). Howell and Avolio (1993) continuing along this path by stating that transformational leaders perform better as a leader in organisations that are creative and open for innovation than in organisations which are very structured, stable, and orderly.

Transactional leadership, is exchanged based, the leader asks something of its followers and the follower gets something in return (Burns, 1978). The focus is on the exchange of resources and making sure that happens in a controlled and pre-defined manner (Judge et al., 2004). According to Bass (1985), consist of three dimensions: contingent reward and two forms of management by exception:

- Contingent reward is the amount of effort the leader puts in to defining the transaction or exchange with the follower. In well executed transaction the leader clarifies his or her expectations and lets the follower know what s/he can expect when meeting these expectations (Bass, 1985; Judge et al., 2004).
- Management by exception is about what happens if the transaction is not honoured (Bass, 1985; Judge et al., 2004). There are two different ways in which a leader can respond when s/he notices that the transaction is not honoured:
 - Active leaders monitor the behaviour of followers and anticipate problems and take corrective actions before the behaviour of the follower creates any serious problems. (Howell & Avolio, 1993; Judge et al., 2004) This is criticism is then seen by the follower as fair, clarifies the performance that needs to be delivered or as a chance to avoid undesired consequences for both follower and leader. (Howell & Avolio, 1993)
 - Passive leaders do not specify the required behaviour (Howell & Avolio, 1993) or only take corrective actions after the behaviour has caused

problems (Judge et al., 2004). Passive leaders are also less effective than active leaders according to Howell and Avolio (1993).

Instrumental leadership is defined by Antonakis and House (2014) as “the application of leader expert knowledge on monitoring of the environment and of performance, and the implementation of strategic and tactical solutions.” (p.749). An instrumental leader can contribute and influence others by other means than emotions or ideology. Instrumental leadership is existing of four factors:

1. Environmental monitoring is monitoring what is happening inside and outside the organisation. It is about identifying opportunities and tackling them with the organisations strengths and weaknesses (Antonakis & House, 2014).
2. Strategy formulation and implementation, is regarding the leaders efforts in developing policies, goals and objectives to support the strategic vision and mission of the organisation (Antonakis & House, 2014).
3. Path-goal facilitation is about how the leader helps by giving direction, support and goal clarification and making resources available for employees to achieve the organisations goals (Antonakis & House, 2014).
4. Outcome monitoring entails the feedback the leader provides. This feedback is orientated to enhance the firm’s performance and will help the employee with the goal attainment. Management-by-exception also has feedback element, however this is negative feedback whereas this the type of feedback provided with instrumental leadership is positive and supportive (Antonakis & House, 2014).

Laissez-faire leadership style is the total absents of any form of leadership. Laissez-faire leaders hesitate when having to take action, this means there is no reward when a followers do something good but also there is no punishment they do something wrong (Hinkin & Schriesheim, 2008). Other characteristics are the avoidance of making decisions and there absent when needed. These leaders appear not to be motivated or show any interest in their followers. This style is not one that is chosen on purpose. Although it has some resemblance with management by exception - passive leadership, laissez-faire is the total lacking of any form of leadership, as there is no feedback or response to the followers (Hinkin & Schriesheim, 2008).

3 Methodology

3.1 Research Design

The research done surrounding start-ups and scale-ups is limited. This is due to the young age of the topic making the documented knowledge surround the topic scares (Knight et al., 2020). The reason why this topic has gained traction in the academic world is because start-up has become a new buzz word (Isenberg, 2012). As the research done surround start-ups and scale-ups is young and still developing (Knight et al., 2020), the research strategy chosen has to be a qualitative research strategy in order to find an answer to the research question (Miles et al., 2014; Yin, 2011). The newly developed Retrospective Team Events and Affect Mapping (R-TEAM) approach by van Dun, Wijnmaalen, and Wilderom (2020) will be used to gather qualitative data from the members of four scale-ups. This approach has five parts to it; first a key informant meeting, second a questionnaire among members of the team, thirdly the selection of participants for the group interview, fourthly the group interview with a selected group of employees per organisation, and lastly a validation of the gather results. As the R-TEAM approach is extremely useful when trying to find the effect of an event, as it is the combination of multiple methods that helps participants recall the events and their effects. This study's research plan has been ethically approved by the University of Twente ethics committee.

3.2 Sampling procedure

This study will make use of four to six cases. The cases selected will be scale-ups that have either completed or nearly completed their transformation out of the start-up phase. These cases have to be diverse as this is where the power lies of case research (Siggelkow, 2007). To qualify for participating in the research, the following conditions must be met:

1. The organisation has to be either complete the transition of birth phase into the growth phase or is going through that phase. As every organisation completes its transition into the growth phase differently, it is hard, even impossible, to establish a clear and universal threshold to say whether an organisation has left the birth phase (Miller & Friesen, 1984). This has to be judged per case, to help with this task, the cases will be scored along 54 items of organisational situation, structure, and strategy, these variables are provided by Miller and Friesen (1980).

2. Another requirement is that the founder should not have left the organisation during the transition. This to ensure the relations that are found are valid throughout the entire transformation process.

Via various channels, a wide variety of organisation were approached to take part in the research. This was done via an internet search of start-ups connected to University of Twente, a LinkedIn post, which was viewed more than 1.900 times and shared by the program director of Brainport Development. A private investor was asked if he had organisations in his network that would be interested, and the management consultancy firm Summiteers offered their network. Summiteers worked with a wide variety of organisations, including a number of start-ups. By using different sources, omission bias was tried to be kept to a minimum.

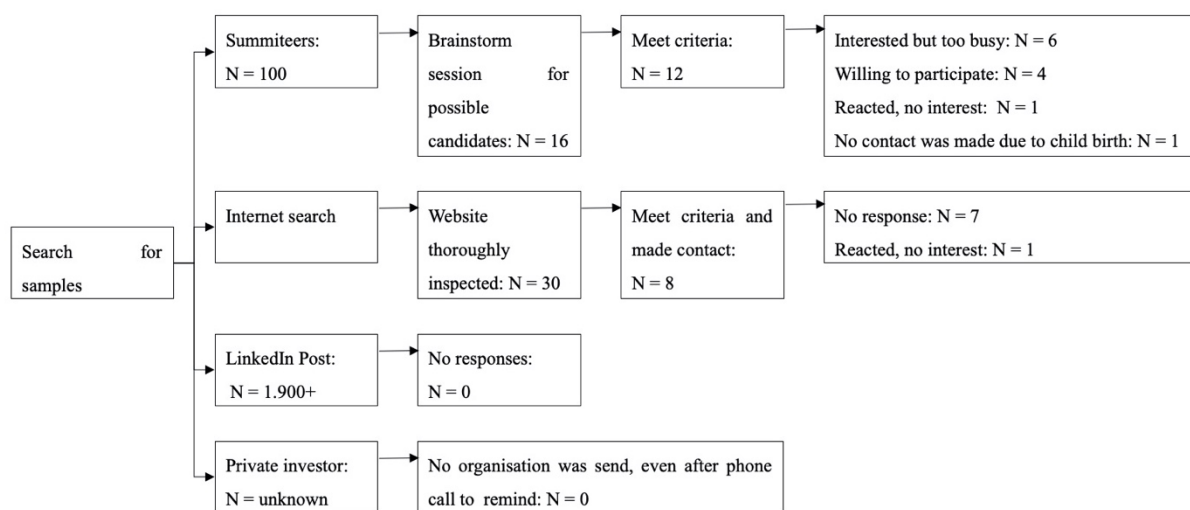


Figure 4. Schematic representation of sampling strategy.

In the end, due to the low response to the request for participation to this study, all participants followed from the Summiteers network. The entire schematic representation of the sampling strategy is shown in

Figure 4. After a brainstorm session with ten employees of Summiteers, sixteen organisation that were either in the transition from start-up to scale-up or completed it were listed. After this, they were examined in more detail by the researcher, after which twelve organisations were contacted. In the end, four organisations were willing to participate in the study. This leads to another chance of omission biases, as now all the organisation that could not participate because they were too busy are left out. This is, however, not entirely the case as one of the cases that did participate mentioned that only due to the current COVID-19 pandemic, they were able to participate. The selected organisations are active in different industries with different business models. Moreover, they are all funded differently, which is expected to have an effect on the founder's strategic decision-making autonomy.

3.3 Sample

The four selected cases and their characteristics are presented in Table 2. Due to their diverse nature, looking at how the organisations are funded, the combination of these cases suits the exploratory goal of this research (Siggelkow, 2007).

Table 2. Case descriptions

	Cases			
	Case one	Case two	Case three	Case four
Type of the organisation and market	Caterer, B2B/B2C	Software service, B2B	Software product, B2B	Consumer product, B2C
Number of founders	2, of which 1 participated	2, of which 1 participated	5, of which 3 participated (2 key informant meetings, 1 group interview)	1
Current no. of employees	25	51	22	4
Company age [years]	14	4 ½	14	5
% of financial ownership of founder that participated in the key informant meeting	50	0	0	44
	Participation rates			
Questionnaire participants	1	5	3	3
Group interview participants	2	3	3, of which 1 was a founder	3

3.3.1 Case one

Case one is a caterer that focusses on supplying culinarily food for large events. They are now mostly hired by event agencies but still also do the occasional consumer job. The founder started the company with his dad 14 years ago. Ownership is split 50/50 between the two. Of the 25 employees, 10 are fulltime employed, the rest are flex workers. For larger events, which can

require sometimes up till 60 people working for them, they use a secondment. The fulltime employees include the founder, the founder's dad, a chef, sous chef, someone doing the planning, two chauffeurs, and three host ladies.

3.3.2 Case two

Case two is a spin off from a large company in the financial sector. There were two founders whom pitched the idea five years ago and got funded internally. This stayed this way until February of 2020. The founders have no equity share as this was not allowed by the mother organisation. It is now owned by a venture capitalist fund, which is owned by the mother organisation. The management team consists of four people, including the two founders, the business team is hosts twelve people, and the IT team hosts 35.

3.3.3 Case three

Case three started with five students whom after their Bachelor wanted to work. They first started a product development agency which quickly turned into making simulations for customers. After six years they stopped developing hardware and became more focused on software and simulations. Four years later they started to focus on making a software product on which they make money by selling licenses. Over the years they gathered two private investors and two investment companies. The founders own together 85 % of the financial shares of the company. They have grown now till 22 fulltime employees; all the founders are still working inside the company. Three founders are in board of directors, of which one has become CEO over time, the other two have become CTO and COO. The remaining two are project managers.

3.3.4 Case four

Case four is a company that makes a consumer product. It was founded in 2015 by the founder whom spotted a gap in the market and developed a range of products to fill that gap. After a failed attempt selling the products to the professional market, after two years he made a pivot and focussed on the consumer market. Now the owner owns about 44 % of the shares, 33 % is owned by two investment funds and the remaining 23% is split between a person that helped to develop the product, but no longer works in the organisation and the other half is held by an employee whom coaches the founder and helps with the strategy. The organisation consists of 4 full time employees, the founder, a marketeer, an operational manager and a chief financial officer.

3.4 Data collection, the R-TEAM approach

The empirical data collection will happen with the R-TEAM approach. As R-TEAM is short for Retrospective Team Events and Affect Mapping, it is about looking back at events and their affects in a team. Gathering similar data through observations this would take a up a lot of time, by cleverly combining data gathered at an interview, questionnaire and group interview, the R-TEAM approach is able to collect data similar to a large number of observations but without the enormous time investment it would take. To do this, the R-TEAM approach consist of five steps: 1) key informant meeting, 2) questionnaire, 3) selection of group interview participants, 4) group interview, and: 5) validation of the mapped events and affective team states. The R-TEAM approach was used and adapted where necessary to suite the 2020 COVID-19 pandemic.

Step 1 – Key informant meeting

A total of five interviews with founders were held, which took on average 45 mins for a combined total of 4 hours. The interviews were semi-structured, and the interview guide used consisted of open questions with follow up questions. The interview guide was structured in general information, important events according to the founder, leadership, strategic decision, organisational growth and some question regarding participants for the group interview. Example question in the section important events according to the founder is “How did these events have an influence as you as a leader?”. An example from the strategic decision-making section was “How was decided which strategic direction the organisation was heading?”. To prevent leading question or wording biases, the questions that were asked are very open and non-leading. The entire interview guide can be viewed in Appendix A. The meeting was processes anonymously; this information was shared upfront with the founder. As a quality reassurance, the interview guide was checked multiple times by second researcher, Dr. Desirée van Dun.

Step 2 – Questionnaire

A questionnaire is distributed among the employees of each of the organisations. An anonymity claim was provided both in the email that had the link to the questionnaire as well as at the beginning of the questionnaire. The goal of the questionnaire is to get input from all the employees, from all different levels within the organisation on what they think are the most important events for the organisation. This was done with the question “Describe an important event in the development of the organisation. What exactly took place?”, this question was followed by “What kind of impact had this event on you?” and “Did this effect your decision

to keep working for this organisation?”. Participants can fill up to ten events and before they would exit the questionnaire, some examples of events were shown and the question whether they would like to add another event was asked again.

After this, the question “Who of the employees (in a non-leadership position) has the best overview on how the organisation has evolved?” and also “Can you explain why?” are asked. These questions turned out to be very valuable as they often provided employees that worked for the longest time in the organisation and thus were active during the transition. On top of that, with disappointing response rates, the researcher was still able to create a decent pool of employees to choose three that would best suited to participate in the group interviews. The entire questionnaire can be viewed in Appendix C.

Step 3 – Selection of group interview participants

The employees invited for the group interview, ideally, is a repetitive sample of the team’s composition as well as able to provide events relevant for the study. This size of the group depends on the original size of the team. According to van Dun et al. (2020) four to five team members should be invited for larger teams, were for smaller teams three to four will suffice. As some of these scale-ups are still small organisation with ten or less people, that is why the decision was made to invite no more than three people per organisation. To ensure team members can speak freely about the leadership style, the founder will not be present during the group interview. This message alongside the promise of anonymity, was provided with the invitation to the group interview.

Step 4 – Group interview

A R-TEAM group interview is a combination of a focus group, life story interview, critical incident technique and visual elicitation method. This interview is also a semi-structured interview with an emphasis on events that evolved or had an impact on the organisation. During the interview, the interviewer will ask a question to start the discussion in the direction of his or her interest. An interview guide was made, which can be found in Appendix B, it was checked by a second researcher, Dr. Desirée van Dun. During the interview, each event is discussed in light of the founder’s leadership, strategic decision-making autonomy of the founder and what effect it had on the organisation as a whole. Questions like “Did this event have an influence on other events surrounding it?”, “And in what way?” and “Why?” will be asked.

Difference with a normal focus group interview and a R-TEAM interview is that “both the researcher and the interviewees determine the topic of discussion” (Van Dun & Wijnmaalen, 2020, p. 10) and participants during a R-TEAM know each other.

By combining the different methods, the R-TEAM interview has benefits over using the methods individually. Examples are the nuancing of personal emotional response of an individual, team members can help recover memories of events as they are being discussed in the group and because the researcher is not steering the discussion dominantly, the chances of researcher biases is lowered.

Due to the 2020 Covid-19 pandemic, not all of these group interviews could be hosted in person. As an alternative, these group interviews were hosted online. Although some of the group dynamic is lost when hosting such an event online, by using the video conference software Microsoft Teams, this group dynamic was created to the best of the researcher's ability. There were also upsides to doing the group interviews online. As no travel time is required for the researcher as well as the participants, and planning the meeting is easier. Additionally, as a secure environment is of the utmost importance as the topic that will be discussed will be rather personal and contains sensitive information. Discussing them in an environment that is not work related will help to create this secure feeling, as for example there are no colleges that can be potentially listening in from outside of the room. An important part of the R-TEAM's approach output is a poster which is a timeline with events that play an important role. As an alternative online solution, a program called Mural (*Mural*, 2020) will be used. Mural is basically a direct copy of that poster, only online, as shown in Appendix C. On the Mural, general events like the seasons are already present to help the participants orientate. Virtual sticky notes will be used by the participants to add the events on to the timeline. At the end of the session, that takes approximately 1 ½ hours, all events are discussed. Two lines with different colours will be drawn, one will represent the turnover, the other will present the number of employees.

A total of four group interviews were performed, with a total length of 4 ½ hours. Three of the group interviews were performed in person, due to measures designed to prevent COVID-19 from spreading being lifted. It was up to the participation and the organisation whether they felt comfortable or were allowed to meet in person. The other interview was performed online. There was no real noticeable difference in the level of enthusiasm of the participants that participated online vs. in person. The only comment that there was, was from a participant where the interview was performed in person: "Doing such a thing in person is way easier and hopefully faster than online.". The researcher suspects that there is still a technological hurdle people are afraid to take. However, the interview that was performed online where not of a lesser quality then the once performed in person. The online session does tend to take longer as writing down all the events and placing them on the timeline takes up more time.

Step 5 – Validation of the mapped events and affective team states

The timeline is shared with the participants of the group interview alongside with the question that if they wanted to add information, they could always contact the researcher. With their permission, the timeline was also shared with the founder. Again, with the remark that if s/he had anything to add, s/he could contact the researcher.

3.5 Data analysis

3.5.1 The key informant meeting

All interviews were held in Dutch and performed over the phone. The interviews were audio recorded and afterwards transcribed using Amberscript (*Amberscript*, 2020) and corrected where necessary. The interviews were coded by hand as the volume was too low to use software to code the interviews (Basil, 2003). Level 1 coding (Yin, 2011) happened twice with three different methods. First time, two methods were used, both were inductive coding methods. These methods are the descriptive and in vivo coding methods. Descriptive coding is describing the topic of a section of the interview with a word or a short sentence (Miles et al., 2014). With In Vivo coding, the piece of text is marked using quotations from the participants own data record (Miles et al., 2014). The reason why these two methods were chosen was because these methods make it possible to highlight all possible topics of interest to this research. As well as a way to prevent confirmation bias, as these methods of coding are about what stands out, not to look for certain characteristics. The second method was a deductive method, provisional coding (Miles et al., 2014). These codes were based on the literature and divided into the types of leadership, the strategic decision-making constraints, organisational growth and signs of strategic decision-making. The full list of codes is available in Appendix E. This method was chosen to see which characteristics of start-ups, scale-ups, strategic decision-making, the leadership style of the founder, and organisational growth present in literature were also present in the selected cases.

Level 2 coding (Yin, 2011) was also done provisionally as they were put into four categories; events during the transition, strategic decision-making autonomy, leadership style, and organisational growth. The results from both rounds of coding were compared to see what the discrepancy were between the two rounds of coding. To note unexpected topics or behaviour, this could either be something that was expected but not there or was there but not expected, jotting was used. When it came to the analysis of the results, these notes could be taken into account.

3.5.2 The questionnaires

The questionnaires data was used as support before and during the group interview. To get a better understanding of the type of organisation, demographic questions were asked in the survey, for example gender, age and educational level. Example of question that would help in deciding whom to invite for the group interview are, what their current function is and how long they know the founder(s) of the organisation. The full questionnaire can be viewed in Appendix C.

3.5.3 The group interviews

The group interviews are also audio recorded and transcribed. The transcription is again done with Amberscript and corrected where necessary. Similar to the key informant meeting with the founder, the group interview will be coded both with the descriptive and in vivo method as well as with provisional coding. For provisional coding, the same codes were used. The codes were again compared and written down under the four subheadings. The timeline that was created and was anonymised so it could be added to the result section. The events placed on it by the employees were also coded into four categories: Leadership, organisational growth, decision-making autonomy, and uncategorised.

The results were presented as a narrative description. As both the group interview and the key informant meeting were ordered in the same categories, the codes could be combined, after which the result section could be written.

4 Results

The results from the R-TEAM approach will be presented in a narrative description. First each case will be discussed separately, then a cross-case comparison is made.

4.1 Case one

In this organisation, the Fou_2 is 50% owner, the other 50% is owned by his dad, Fou_1. Fou_2 has always been more active when it came to sales and daily decision-making, whereas Fou_2 always kept on working in the kitchen even when the organisation grew. Emp_1 is the first full time employee and grew from the production floor to making the planning, but when necessary he will still work on the production floor. Emp_2 is the sous chef whom first worked as an intern and later on became full time employed.

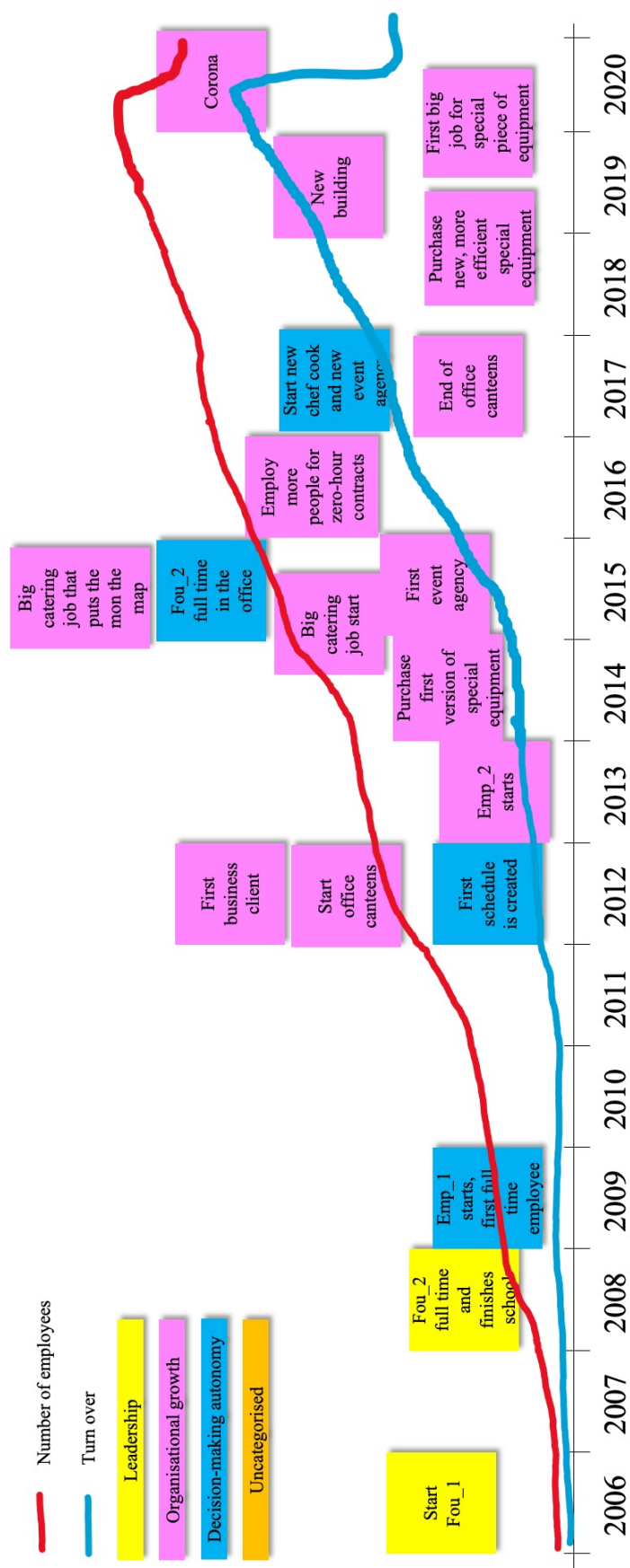


Figure 5. Timeline of case one.

Events during the transition phase from start-up to scale-up. This is an organisation that has grown gradually over the past 14 years. In 2015, the transition from start-up to scale-up started as they noticed that working for event agencies was more profitable and allowed them to showcase themselves to larger customers. On the timeline this shows by the bump up in the turnover line and the line that showed the number of employees started to climb steeper for the years to come. Also, in 2015, Fou_2 became so busy that they started to hire freelance chef cooks to work in the kitchen as Emp_1 talks about this time: *“There was more need for direction in the kitchen. As [Fou_2] became so busy with all the incoming work, he was barely present in the kitchen.”*.

Emp_1 highlights the four most important events; big catering job that puts them on the map, big catering job that starts, first event agency and the new building. Three of these events took place in 2015.

In 2017, the Fou_2 and his father, the co-founder, decided to quit working for office canteens as these office canteens no longer matched with the strategy they wanted to pursue. Part of this strategy change came forth as events organised by event agencies results in more revenue. Emp_1 explained in more detail why these office canteens were dropped: *“Too much work, against too little margin.”*. To further invest in the high-quality food strategy, they also employed a new chef cook fulltime. According to Emp_1, he is the best chef cook they have worked with thus far as he got to show his skill during an important event in 2015. It was a deliberate choice to hire him as Emp_2 says: *“He [the chef cook] was brought here to bring it [the food] to a higher level.”*. 2017 therefore marks the end of the transition phase as from there onward exploit their position and resource to enlarge the revenue.

Strategic decision-making autonomy. When it came to strategic choices, Fou_2 recalled a large investment he and his father had made. The employees agree that large investments like the purchase of a new piece of equipment or the move to the new location but also expand this notion to another important event, the hiring of the chef cook, are decisions made by the founders. During the group interview, when talking about those big decisions both employees talk about how *“they [Fou_1 and Fou_2] at a certain point in time made the choice”* or *“they [Fou_1 and Fou_2] weight the pros and cons and bought the [new piece of equipment]”*. Fou_2 himself also felt it this way as he said about making investments: *“These things [investments] you also support with numbers and I, together with my dad, we look into whether we going to do something or not, we bear the risk. We do talk it over with colleagues, of course, but in the end, it is our decision whether we sign a quotation or not.”*. The decision whether or not to make an certain investment is indeed something that is not shared with the

employees; when asked about how Fou_2 and his father decided on these decisions or how they determined the strategy, Emp_1 replies: *"I do not know whether they discusses this [a strategy]. I have no clue."* This shows how Fou_1 and Fou_2 had complete control over the strategic decision-making process and they both had full autonomy in this process.

There are also strategic choices Fou_2 did share with the employees. These choices have to do with the jobs they take on. This is of great strategic importance as Emp_1 explains how this job selection directly ties to marketing and thus the continuity of the business: *"Our marketing is just the delivery of a good product and a good event. And then the next job will follow automatically."* Determining which job to take on and which to let pass and when a job is accepted, and the amount of effort they decide to put into a job is a strategic decision, Emp_1: *"In jobs there is also a choice. Do you accept a job or not? What form are you going to give that job? The customer comes to you with a wish, and you decide what you are going to sell him."* This decision is one that Fou_2 does share with the employees, Fou_2: *"At those times [when a decision whether to take on an extra job] has to be taken, I will go to the person that will be effected by this choice and make sure it is a decision we take combined and not one that is mine, that would be revenue focussed."*

Fou_2 has a lot of strategic decision-making power. He does discuss choices with employees but mostly as a way to get some feedback on his decisions. Large investments and more radical decisions are discussed with Fou_1, after which the conclusion is relayed to the employees. All of this shows a very high strategic decision-making autonomy.

Leadership style. As this organisation started out as just Fou_1 and Fou_2, they used to do production work themselves. Fou_1 kept on working in the kitchen, whereas Fou_2 started to move away from the production floor to the office. As Emp_2 describes this: *"I used to work intensively with [Fou_2] in the kitchen but now you see him less as he has to do more work behind the computer."* Emp_1 works in planning and personally felt this change less as Emp_1, he said about Fou_2 being less visible on the production floor: *"We are both about on the same line, in the end if he [Fou_2] got more work on the front end, I got it as well."* This meant Emp_1 would also move away from the production floor if Fou_2 would do so too. Fou_2 tries to not lose the connection with his employees: *"I find it important that they have the feeling that we do it together, and not that I am sitting here like a boss."* Fou_2 tries strength the relationship with the team through organising team building activities: *"I really find that creating that team spirit adds value and I also invest in that by organising fun activities."* However, on a daily basis, Emp_1 has to deal with the employees, as Fou_2 said *"I also have contact with the employees but he [Emp_1] does everything that has to deal with employees,*

he takes care of that.”. Putting the emphasis on being a team and trying to connect with the employees shows a form of individualised consideration. Not by considering everybody one by one, but by making sure that everyone in the group is at ease in his or her place by strengthening the feeling of being one group.

When asked whether Fou_2 presents the strategy of the organisation to the employees, Emp_2 said: *“I do think he has a vision [...] and every now and then he says something. But I do not think he shares it.”*. Emp_1 did not correct this statement. So, motivating his employees is something Fou_2 does not verbally. Fou_2 does this by setting an example himself by working hard and he does not mind doing production work. As he still helps on the ground with large events, but besides his project management roll during such events he will still do the same work as when he started the organisation. This is a form of inspirational motivation and idealised influence.

In the search for growth, Fou_2 tried different markets, food boxes for consumers, office canteens, big consumer events i.e. weddings, work for event agencies and large, multi-day events for companies. What got the transformation to more high-end events started was a very deliberate choice of Fou_2: *“It opened our eyes that these [event agencies] would be a nice market for us and thus we have to focus on them.”*. Fou_2 thought of a strategy to enter that market: *“We started looking at specific event agencies. With which of those agencies can we bond? [...] We then decided to really focus on two big agencies.”*. These are trades of environmental monitoring to look for opportunities and finding the right market.

Fou_2 is a leader that show his leadership by actions rather than through words. There are signs of instrumental leadership, as knowledge is what got him starting the organisation in the first place. However, his dominant leadership style is transformational leadership as the majority of the reported behaviour corresponds to a transformational leadership style. His style did not change during the transition from start-up to scale-up.

Organisation growth. The organisation grew steadily over the years as said by Fou_2 and confirmed by the employees that participated in the group interview whom drew the line that represents the number of employees. Also visible is the change after 2015. As the sales line is steeper and the number of employees jumps up with a few and continues to rise.

Case one did not grow fast, every year one or two employees joined. During the transition from start-up to scale-up, the organisation did not hire significantly more employees as before or after the transition. That is why the organisational growth of case two is considered low.

4.2 Case two

The organisation that is case two has two founders, Fou_3 and Fou_4. Fou_3 participated in the key informant meeting. Emp_4 started in the organisation as a trainee somewhere in 2016. She was one of the first employees to be hired and worked alongside the founders to eventually end up in a sales position. At the end of 2018, she left the organisation. Emp_3 and Emp_5 joined in the beginning of 2019, Emp_3 filled the gap of Emp_4. Emp_5 became CTO of the organisation and in charge of all the IT teams. The management team of case two consists of Fou_3, Fou_4, Emp_5 and the CCO.

Events during the transition phase from start-up to scale-up. The transition phase started in at the beginning of 2018 with the completion of the algorithm. This algorithm is the foundation on which the rest of the success of the organisation is build. The algorithm is the core and what they sell, the teams that are hired after the algorithm is finished, are mostly hired to implement it in the different architectures of their customers.

Mid 2018 they expand into a new market, which is diversification. This is a characteristic of a start-ups. Due to the organisation's success both in the Netherlands as well as with their expansion to the UK, the mother organisation was more open to make the transition to independence. To support this transition, changes were made to the organisation that were described by Emp_3 and Emp_5 as the organisation getting more formal and structured. An example of this is the newly created management team at the end of 2019.

With the newly appointed CCO they are ready to become independent. February of 2020, the organisation becomes independent from the mother organisation and ownership goes to a venture capitalist fund also owned by the mother organisation. This would mark the end of the transition phase, as they are now independent and are free to expand beyond the framework set at the beginning of the project. This project is what is now case two.

Strategic decision-making autonomy. Fou_3 said that the mother organisation did have requirements but kept them very free in how to execution, as Fou_3 describes the project when it was part of the mother organisation: “[...] *we never saw it as something that was part of [the mother organisation].*”. Emp_4 confirmed, describing how as long as they kept delivering their promises and stayed within the project boundaries, the funds from the mother organisation kept flowing, leaving the founders very free in how they would fulfil the project. As the project grew larger in 2018 and 2019, Emp_3 said the following about the freedom they had:

“The regulations [from the mother organisation] did increase, but the freedom remained to make up your own plan. There is some guidance from [the mother

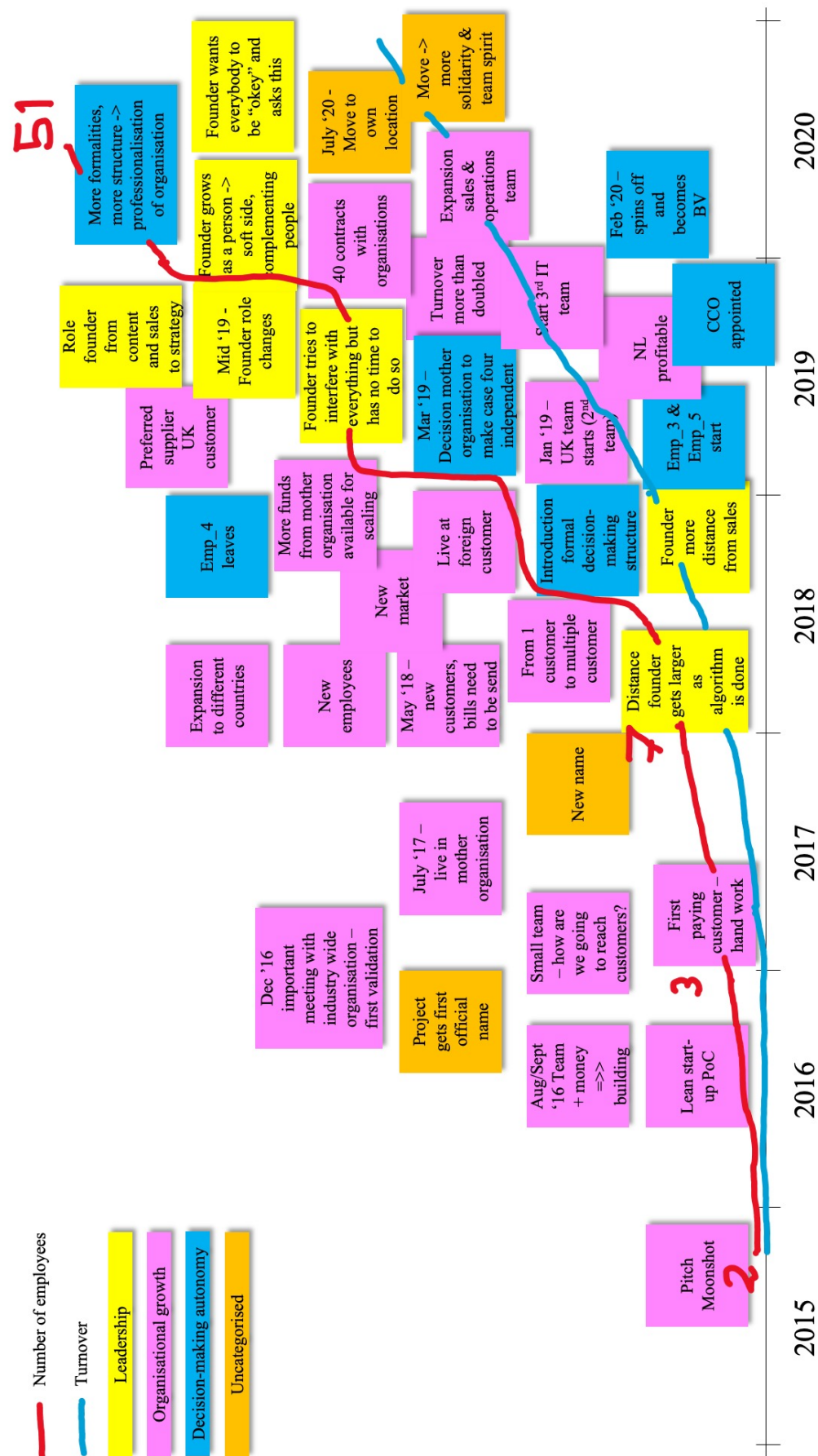


Figure 6. Timeline of case two.

organisation] but that is just the frame in which the project can take place. Within the frame they gave us the freedom to determine how we would execute the task.”.

As of February 2020, they are owned by a venture capitalist fund. Fou_3, Emp_3, Emp_5 are not enthusiastic about this venture capitalist fund as Fou_3 explains what changed: *“We, Fou_4 and I, were from the start the once that set out the direction in which we were heading.”.* But since this venture capitalist fund owns them, the autonomy Fou_3 experienced at first, he no longer does: *“In fact, he [venture capitalist] wants to interfere even more than the previous manager.”.* Fou_3, Emp_3, and Emp_5 also state that the venture capitalist focusses a lot on the number, as Fou_3 describes him as *“[...] a bit simplistic every now and then.”* And Emp_3 and Emp_5 describe him as a *“number innovator”*. Emp_5 also criticises him for the lack or the size of the network he shares. This change from being part of the mother organisation to being owned by a venture capitalist is experienced as a restriction on the autonomy, as decisions now need to be explained to shareholders, and a disappointment, as non-monetary benefits seem to be missing from this venture capitalist.

Fou_3 liked to be informed on all content, however this needed to change. In 2018, there were already meetings about how the role of each team members needed to change, as Emp_4 said: *“And during my last year we talked about how we should divide the roles among the team members. However, he [Fou_3] found it difficult to keep away from the content.”* as Emp_4 explained: *“He still tried to keep up to date regarding the content and information that was created, however this became so much that he was forced to except that this was no longer possible.”.* Fou_3 confirmed this by saying: *“[...] and you notice that it is not really my thing, not thinking about the content.”.* However, it does change as Emp_3 talks about Fou_3 change during 2019: *“[...] as of last year I started to notice how [Fou_3] is distancing himself from the operational side and is more involved in the legal side as we were becoming independent, he is busy with; what is required from the strategy to make it[the independence of case from the mother organisation] happen?”.* Additionally, during 2019, Fou_3 did hand over some of the responsibilities to Emp_5. Emp_5 said Fou_3 was even more forced to do after the hiring of the third IT team, as they focused on developing the core algorithm: *“And then, at some point, he just had to let go because there are specific product owners and specific people whom only job it is to work on those algorithms.”.* Late 2019 a CCO was appointed, she was hired at the request of the mother organisation in preparation to become independent as well as to get some of the load of Fou_3 and Emp_3 shoulders.

As the majority of the transition phase, case two was just a project within a large organisation, the strategic decision-making autonomy of Fou_3 and Fou_4 was bound by the

purpose of the project itself. Within those boundaries however, they were free to decide what to do. When they became independent, they gained strategic decision-making autonomy, however, they now have to explain their choices to the shareholders as well as having to deal with the venture capitalist in charge of the fund whom also wants to interfere. All in all, the strategic decision-making autonomy of Fou_3 can be considered low as he and the organisation were always bounded by the project and when they became independent, the investor limited the autonomy further.

Leadership. Fou_3 motivates his followers by giving the right impression, as Emp_5 said: *“He motivates by setting an example by working very hard himself.”*. Emp_3 adds to this: *“Works hard, has a lot of knowledge, and asks critical questions.”*. Emp_4 adds on to that: *“He does expect these things also from others, that is something you notice.”*. Emp_3 and Emp_5 both agree to this statement. Emp_4 continues: *“But he is also very involved regarding the content, which is really nice.”*. They describe characteristics seen in transformational leaders, as working hard is idealised influencing and having a lot of knowledge, asking lots of questions, and also motivating other to ask similar questions is a form of intellectual stimulation.

As the organisation grows, Fou_3 starts to show his involvement in the organisation differently. No longer by the knowledge he has but through individual consideration, as Emp_3 describes:

“He really has grown as a person over the last few years, continuously, even though the distance between him and the team becomes larger, he is still very involved. He wants everybody to be at ease, especially now that his day to day activities involve less members of the team. He asks more often how you are doing; he is a bit more active on the soft side.”

Emp_5 also noticed it: *“He now clearly sees the benefit of it [the soft side].”*. They both agree that it is a skill that he is still developing. However, this is not a problem as Emp_3 explains how it is no coincidence that the in 2019 appointed CCO is better in these soft skills than Fou_3 is. Fou_3 is aware of the fact that he needs to change as he said: *“And you see that during every stage, the organisation needs different kinds of people, this also includes yourself. You have to stay critical about yourself.”*.

Fou_3 is a leader whom grew from the content into management position but seems to well up for the task to be a leader. As he works hard, challenges and shows interest in the employees, has a lot of knowledge on the topic, and is willing to develop and change himself in order to benefit the organisation. All of these trades, are trades of a transformational leader, concluding that Fou_3 is a transformational leader.

Organisational growth. The beginning of 2018, the software service they offer was introduced into a number of big banks in the Netherlands. Emp_5 describes this: *“That was properly scaling, as before we were only active in [the mother organisation] and then we were also going live in [Dutch bank 1] and [Dutch bank 2].”*. When they went live in other banks, they suddenly also needed employees that could support this, Emp_4: *“The moment we went live, this required some form of support and bills needed to be send out. This changed the business. And you need people for that.”*. Another important step that led to growth was the creation of a new market. This step was taken in 2018 by expanded their business from banks to any other firm that required their service.

2019 was described as pure growth by Emp_3 and Emp_5. Emp_3: *“Everything was just more, more revenue, more customers, every was more.”*. Emp_5 adds on this this: *“Meanwhile for the UK it was also more people, more IT people and teams.”*.

Case two experienced the most growth of all the cases that participated in this study, therefore the organisational growth of case two is seen as high.

4.3 Case three

This organisation has five founders, Fou_5 till Fou_9. They founded this organisation back in 2006. Fou_5 and Fou_6 participated with individual interviews. Fou_5 is CTO, Fou_6 is COO, and Fou_9 is CEO. Fou_7 and Fou_8 are project managers. Fou_7 was part of the group interview. Fou_9 is since the end of 2017 the CEO. Emp_6 is the R&D manager and also part of the management team. Emp_7 is a production employee. The management team consist of Fou_5, Fou_6, Fou_9, Emp_6, and a sales manager.

Events during the transition phase from start-up to scale-up. The transition phase started beginning of 2016. Fou_6 said the following about this phase: *“Than you enter a phase where you start to think. We like what we are doing, and we are good at it but how can we start to expend?”*. About their previous strategy Fou_6 said the following: *“We used to be a normal service supplier but that was not real scalable.”*. The strategy change was fuelled by a coach whom, within one year, became a private investor, Inv_2, as Fou_6 said: *“Whether it was because we had more employees or because we got a new investor [Inv_2] which was ambitious as well as able to make our ambition even larger [...] and made us think how we could start to grow our company.”*.

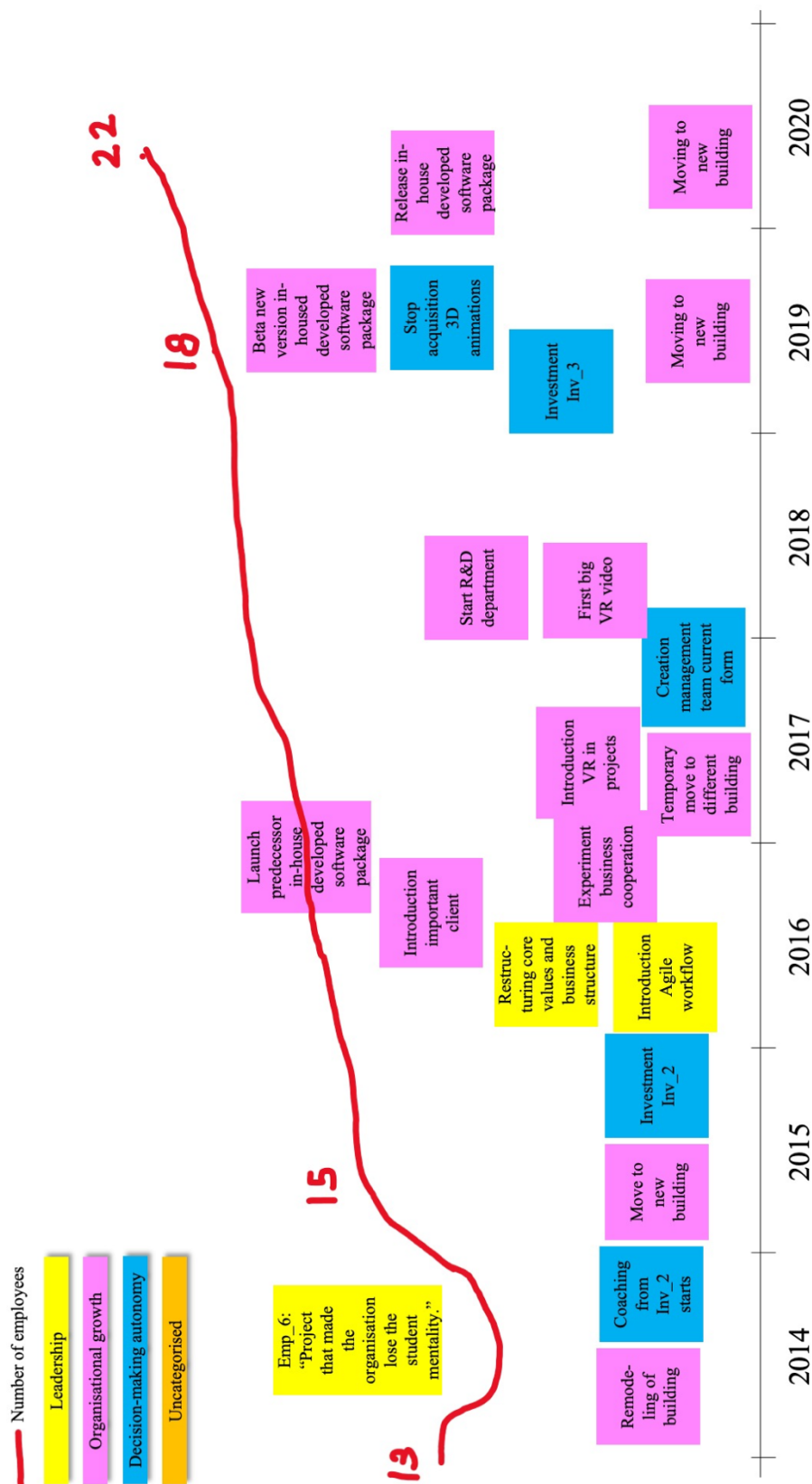


Figure 7. Part of the timeline of case three.

Fou_6 has the feeling that they were scaling as there were tasks that require little action to gain a big result as well as the need for additional personal to fulfil those tasks: *“And then you see that it [online marketing] has a positive effect and a need start to grow to put more energy in social media but we do not have such a position”*. He saw this as something that is holding them back from growth: *“We need to, and we noticed this on all sides of the business and we did not really noticed this before, hire new people because you see that that was needed to take the next step.”*. Emp_7 noticed this: *“When we said goodbye to two colleges, the company shrunk slightly, to later on grow with bigger steps in the right direction.”*.

Emp_7 also noticed something else was changing: *“At the beginning of 2016 we started to get really professional, not that before that it was unprofessional, but it was less.”*.

In regard to trust and the organisation size, Fou_6 said: *“You have to trust even more that everyone is working on the right things. And you need just slightly more agreements about how we do things because you do not have the chance any more to talk to everyone personally.”*. Information handling does become more of an issue once the organisation starts to grow as Fou_6 explains: *“Everything has become a larger task, that is why there is less room for a spontaneous discussion. So not everyone is up to date on what is happening within the organisation.”*. He also explains the solutions that they put into place to solve these information handling issues: *“People need to be able to look up information about how we do things. This means making more standardised processes.”*

From 2016 till 2018, the organisation underwent the transition from start-up to scale-up. They gained professionalism, were reminded of their original goal with the organisation, and the realisation that it was not going to happen with their former strategy. So, they changed the organisation, became more professional with for instance the new management team, and changed their strategy by focusing on developing their own software product.

Strategic decision-making autonomy. This organisation strategy was long determined by all five founders, as Fou_5 said: *“People said: ‘How can you sail a ship with five captains? That can never work.’. We have proven for 14 years that it is possible.”*. During that time, they switched roles as Fou_5 was CEO for a while until Fou_9 took over. For a long time, they shared the strategic decision-making power with the five of them. As the organisation grew larger, two of the founders, Fou_7 and Fou_8, were not comfortable with this responsibility, as Fou_6 explained: *“[...] they actually did not like the position in the management team but they felt they had to because they were founders but they did not get any joy from that position.”*. Fou_6 describes this change as: *“The responsibility shifts from being an employee to being a founder.”* The new configuration of the management team, which changed in 2017, is more

strategy based as Fou_6 explains: *“The management team now exist out of three founders and two employees that are working much more on and are defining our strategy.”*. Fou_6 emphasis that this configuration is a more natural state of affairs: *“I think it is not that leadership comes forth from the management team function but that the management team function follows out of a sort of natural leadership.”*. It is very convenient that the management team has five positions and three of them are taken by founders, as Fou_5 explains: *“Also, this [three founders in the management team] creates a majority within the management team, but also a majority vote in a shareholder meeting. [...] I just want to say: you are responsible [as CEO], so in this way you can quickly check with your followers.”*. Clearly, the founders are still very free to determine the direction in which the organisation is heading.

Investors were experienced as assets rather than a restriction, as Inv_2, whom invested in the organisation in the end of 2015, was first brought in as a coach to help the organisation develop. Fou_5, Fou_6, and Fou_7 experienced no restriction by the investor, this might also be due to the 85% ownership by the founders. However, there is influence by the investor/coach that might go undetected as Fou_7 noted: *“He was more active at the IT side, so as he has an indefinite private collection of famous people from the region, all active in IT, the high tech sector, but yes we got a lot of projects through him.”*. Although he did not determine the strategy, as Fou_7 added: *“He saw indefinite application possibilities in the production industry, so I think he kind of was a big push in that direction.[...] It was not a big push as it was more just a really good match.”*. The investor did request if all the founders but one, the CEO Fou_9, could revoke their right to sign. This was to for a potential exit, the less people that would have the power to sign, the trouble it would be to make a merger or acquisition happen.

The founders experienced a lot of freedom in their abilities to make strategic choices. The fact that they were with five was not experienced as a hindrance to their individual strategic freedom. Also, the investor was not experienced as a restriction, moreover he was even experienced as more than a financial asset as he first was a coach to the founders. On top of that, he also brought in contacts. Which helped steer the company into a specific direction, this was however also the direction the founders intended to go in. As a result, this organisation has a high strategic decision-making autonomy.

Leadership style. As mentioned earlier, functions progressed and formed naturally. Fou_5 tells how his role as CTO suits him: *“This all happened slowly over time, in the last 14 years, it all happened naturally but also because it suits me the best as I like to think about technology.”*. He describes his function as *“the spider in the web”*. As he goes on to talk about

how he is a linking pin between the market, sales manager, and the R&D manager but also the employees: *"Maybe he [the employee] as a great idea, but he does not dare to say it. Or he does not have the time to, so I try to occasionally create some space for that."* This shows individual consideration.

Fou_6 about his leadership style: *"It comes from the way I want to work; I try to be of service to other people."* He explains how this is also something that is embedded in the way the organisation works: *"If you want to serve all the people, you have to make sure that the organisation is designed that way."* Fou_6 describes how a leader in such an organisation should act:

"We believe that the one that is doing the work has the best knowledge of what has to be done. The leader just has to make sure that the person can do his or her job in the best possible way. The question should be: What can I do to let you do your job better?"

Fou_6 sums up how his role as COO suits him: *"On top of that I have a certain need to take responsibility. If you combine the two, you end up with HR or managing operation."* Fou_5 said about how the roles among the founders is divided: *"It was just a matter of, please you do that, because you are better at it than I am."* About Fou_6 Fou_5 said specifically: *"And you, [Fou_6], you do the operations because you are better than I at it."* Again, this shows how roles are divided in natural fashion. This serving style of Fou_6 shows individualised consideration as the motive behind this care are to bring benefits to the organisation.

This emphasis on free choice and doing tasks that suite the person goes beyond the founders and is something that is part of the organisation. As Fou_7 said:

"I think it is a piece of intrinsic motivation if you enjoy going to work. [...] Something that came from the founders which is we only want to work when it is fun, in the end you also sometimes have to do some stuff that is less fun but, in the end, going to your workplace should be fun."

Emp_6 said about this: *"And always the question whether the current assignment you are doing is fun. So, you can always choose for a project."* Alongside providing motivation to the employees, freedom is also an important pillar on which this organisation is build, as Fou_6 explains: *"We grand everybody a lot of freedom. We work on the basis of trust. We believe that everybody does things with the right intention, so also the decisions that follow."* Fou_5 elaborates on this topic by saying: *"We give them [the employees] two things, that is freedom and responsibility. You can see that how we deal with the hours people make."* Fou_5 and Fou_7 both explain how the organisation just count the hours the employees work and as long as nobody is waiting on the work of somebody else, employees can decide how much and when

they work on a task. This mix of using the freedom to motivate employees to, in return, challenging them by giving them responsibilities is a way to inspire your followers.

As this organisation started off with five founders, it can be seen that these founders all had a similar mind set when they started. This mindset is based on trust and freedom to provide motivation for the employees to work. Both founders that participated in the key informant meeting show a transformational leadership style as they motivate and show individual consideration to their followers.

Organisational growth. Information management not only got more complex by the amount of information flowing through the company, each task is also more specialised due to the new strategy, Fou_6: *“And those are not the same people that wanted or could execute those projects. So, you start looking for a different kind of employee, one that you did not have and needed before.”*. With the specialisation, an organisational structure starts to appear as Fou_6 said: *“When we went to 20 employees, it was clear we got different departments. And then within each department you need person to bear responsibility for that department and that strengthens the separation even more.”*. There is, however a need to invest in growth as they need more hands on deck, as Fou_5 explains: *“If we want to do it right and make the software, we only have one problem and that is time, time is our enemy as there are competitors whom want to do the same thing. So, if we would invest in our self gradually with our own turn over, it would take too long.”*. However, Fou_5 does not really want to grow as this would require changes to the organisational structure according to him: *“Now, I think, we do not really have the desire to let the organisation grow much bigger [...] as you will get a different span of control.”*

Ever since the management team got reminded of their original goal they had for the organisation, they changed direction and developed a strategy more capable of scaling. During the transition however, there was no turnover from the software product yet, neither did the number of employees change dramatically as the employees capable of switching from working on project to developing the software did so and others were slowly faced out. So, without physically growing, their potential to scale up did increase during the transition period, resulting in a medium organisational growth.

4.4 Case four

This organisation now has four fulltime employees. Two joined in the beginning of January 2020, these are Emp_9 and Emp_10. The third one, Emp_8, was part of the organisation since the beginning of 2018 and is not only an employee but also an investor, Inv_4. As he helped in the financial strategy and is a coach for the Fou_10. This is a very young organisation, as it was founded in 2015, and is still in their transition from start-up to scale-up.

Events during the transition phase from start-up to scale-up. The transition started at the end of 2019, after which they confirmed that the market the organisation is in is one in which they can grow. They made a new strategy to suite the success and the will to build the brand themselves: *“The strategy should be that we, for now, just grow on our own power. At some point a strategic partner should join whom has some serious cash so we can keep on growing for the years to come.”*. In January, they came across a private investor, Inv_5. Emp_8 said: *“[...] and there came along [Inv_5] whom found it very interesting and we sat down and talked with him a couple of times and he was enthusiastic.”*.

As mentioned before, two new employees joined at the beginning of 2020. Emp_9, a person for marketing and Emp_10, an operations manager. The marketing task was brought inside the company, as Emp_9 confirmed it was first outsourced. Emp_9 was recommended by Inv_5. Emp_9 used his knowledge to bring the organisation further: *“I am also a big fan of data, so at first a lot of decisions were made based on emotions.”*. Now he makes sure the data is available and choice can be made based on the data. Emp_10 was hired to decrease the Fou_10’s workload, as Emp_10 said: *“I try to take as much work out of [Fou_10] hands as possible, so he can focus on growing the business.”*. Emp_9 brings information management to the organisation and Emp_10 makes sure that Fou_10 can start to focus on developing a strategy rather than a product.

Strategic decision-making autonomy. Although this organisation is supported by two investment companies and two private investors, Emp_8, mentioned that he felt like the organisation is not restricted by any of the investment companies or investors. Fou_10 experienced the same: *“[investment company 1], the first investor, left use extremely free. [...] Apart from the decision-making process in that organisation being rather slow, we were never bother by them. They also never wanted to be at shareholder meetings.”*. About the other investor, Inv_5, Emp_8 said: *“With [Inv_5] we do more strategic sessions and once a month we look where we are going and how we are doing. We do those with all of us [all employees and Inv_5].”* and *“[Inv_5], [Fou_10], and I, we just place pins in the roadmap for the upcoming years.”*.

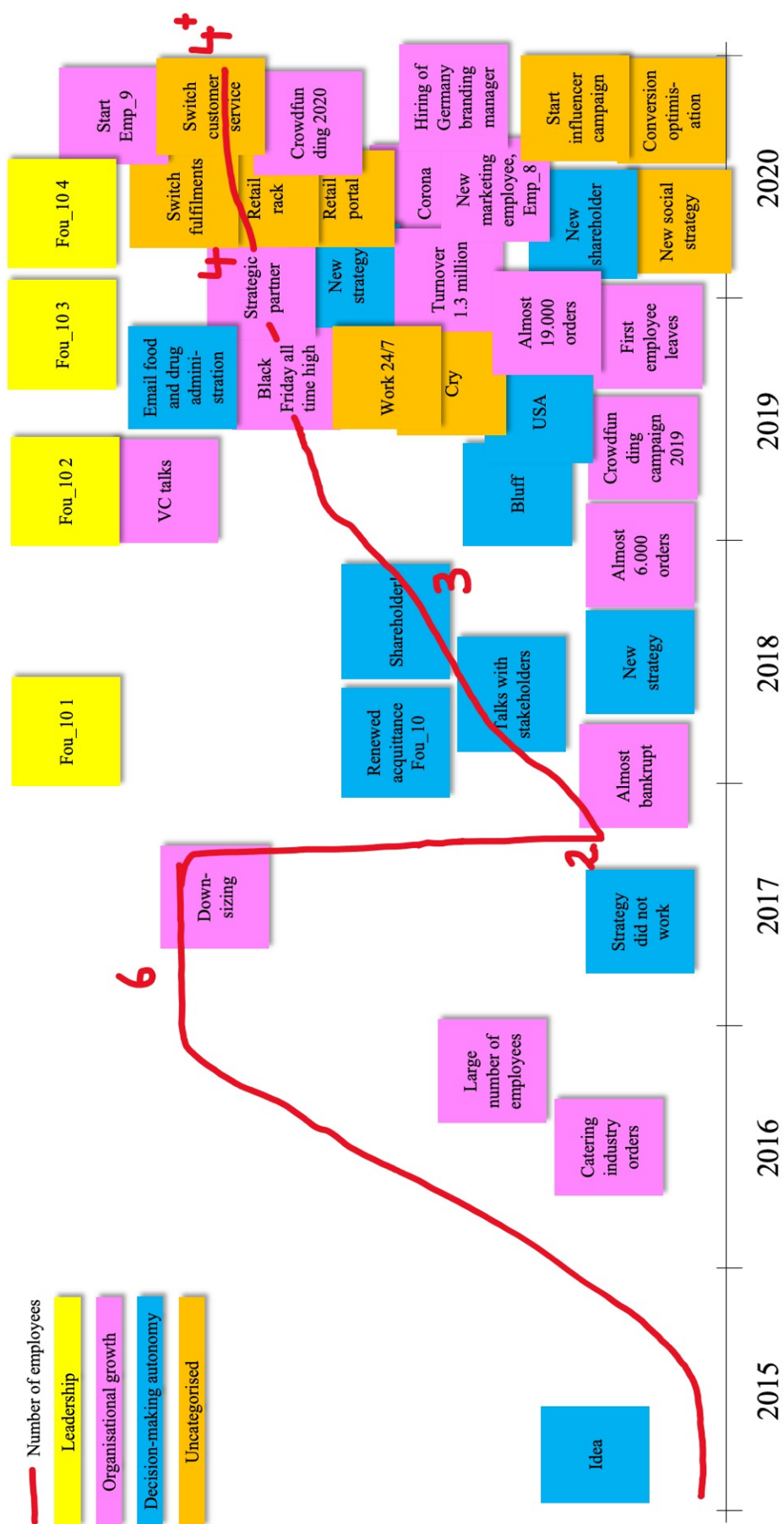


Figure 8. Timeline of case four.

Although Emp_8 does emphasis his role is different from Inv_5, as he said: *“And with [Fou_10], I talk much more on a weekly basis.”*. What is also clear, is that when it comes to developing the company strategy, the entire team is involved. This also shows how open Fou_10 is for advice, as Fou_10 said: *“[...] I am someone that likes to discuss about things, with the team or with the shareholders. Together we think out loud about the solution.”*. Fou_10 shares the strategic decision-making process with all employees and investors willingly, but also because he knows it will benefit the organisation’s performance.

Fou_10 urge to learn shows in his choice of when new employees that needed to be hired: *“We have hired two people with experience from which I can learn a lot, so their opinion and their vision, I take very seriously.”*. The collection of new knowledge is important to Fou_10, as he admits that he sometimes lacks: *“When it comes to knowledge, sometimes I am subordinate to others.”* but he is very open for new knowledge, as he said: *“I like to learn new things everyday [...]”*. Emp_10 confirms this: *“Almost everything I decide, I talk over with [Fou_10], but he is also very open for advice. He asks a lot of advice and also for my opinion.”*. As well as from the investors, Fou_10 learns a lot as Emp_10 also explains: *“[The investors do] Not restrict but do stimulate, I mean you [Emp_8/Inv_4] stimulate him, train him.”* And about Inv_5 Emp_10 said: *“[Inv_5] also helped, in my opinion with stimulating, coaching and guidance.”*. On both instances Emp_8 agrees with Emp_10. This goes to show that Fou_10 is free in his strategic decision-making but deliberately seeks knowledge and conformation of others.

As this organisation is very small, Fou_10 is extremely free in the making of strategic decisions. These decisions are also shaped by the knowledge and training he gets from his employees and investors. The investors, also in this case, play a more supportive role than a restrictive one, creating value to the organisation beyond financial support. Concluding that strategic decision-making autonomy of the founder in this organisation is high.

Leadership. Emp_8 describes how Fou_10 evolved through four stages by following a growth hacking course but mainly through coach sessions with him, Emp_8. The previous three version were about learning to be patient, learning to see value in long-term thinking, and having to let go of control. Emp_8 said the following about the steps Fou_10 made to become the latest version of himself: *“[Fou_10] four was according to me: when you guys [Emp_9 and Emp_10] came and he had to learn how to delegate tasks and how to hand over tasks. [...] And he had to learn how to live with the fact that others might do things differently from what he would think.”*. Emp_8 also notices now that there are extra employees, Fou_10 can focus on different aspects of the business: *“Because we got extra hands on board, he does not have to*

be that involved in the execution. [...] Being able to let go and act on a higher level.". However, letting go turns out to be hard as Fou_10 said: *"For the past half year I separated myself physically by working in another room, but today I moved back to the big space as my funding task for this year is finished. [...] Now I will interfere more with the marketing and content."*. Emp_10 said about working together with Fou_10: *"It also clear that he accepts when we have a different opinion, as long we come with the right argumentation."*. Although he also mention that he and Emp_9 need to be persisted in this example about a new product: *"[...] but because we kept saying 'no' consistently and we kept explaining why it was not a good idea, he, in the end, made peace with the decision."*. This indicates the intellectual stimulation by Fou_10 of his followers.

Fou_10 is aware that his role is changing, as he said: *"I do notice that my role changes, were I first worked full force ahead. I now no longer have to pick up the phone, have to help with customer service, and the wages are being payed. This gives me a lot of rest and time to get used to my new role."*. He defined this new role as: *"Much more visionary, telling stories and much more product development. So you are much more working on the future, much more an inspiring function. [...] It is much more organising challenges instead of fixing them yourself."*. This does however have consequences for the employees, as he said: *"That I am less accessible [for employees]. In a way there is more distance."*. This distance was not only due to longer communication lines but also physically as he had moved away from the big room into a separate room. He also asked if the employees could bundle their question and plan a meeting so they could go through them all at once. Fou_10 said: *"This is way less ad hoc and more structured."*. Alongside these changes, he also planned on following a leadership course. As he had questions like *"Where am I in the bigger picture? And who am I as a leader?"*. Additionally, he mentions that Inv_5, said that the success or failure of a start-up lies with Fou_10s ability to change and adapt to the new founder situation. *"I acknowledge that, so I notice that I like to stick to old habits and that will not end well. So, I noticed that I should pay more attention to myself and that now is a logical moment to do so."*. This additional time the founder is able to spend on strategy and thinking about what the future will look like, will lead to inspirational motivation to his followers as they can work towards this image he will sketch.

Fou_10 undergoes a transition, from being a very involved on the work floor with day to day activities, to creating a long-term vision for the organisation. Although this is challenging, he sees the necessity of these changes and therefore is willing to learn from his investors to make these changes. These changes give him more time, he uses this time to develop the future of the organisation and with that strengthens his leadership style as he is able

to paint inspirational pictures of what the future might hold. The inspirational motivation and intellectual stimulation he offers, make him a transformational leader.

Organisational growth. Cash money is described as the main reason what is holding the organisation back from growing in terms of sales as well as number of employees as Emp_8 explained. Fou_10 puts it as follows: *“With one or two more people I think we can double our turnover [...] as the business is extremely scalable. The pinching factor is the fulfilment and getting the products themselves.”*.

The potential for this organisation to grow is labelled as medium as the market is there, they just miss the funds to serve the entire market. They are now rapidly expanding and as long as they are able to keep delivering their product, they will be able to keep scaling.

4.5 Cross-case comparison

By comparing the cases, characteristics found in one case that might seem either unique or mondan at first glance are compared to other cases to see if that is the case. Table 3 compares the main variable of this study to each other.

Table 3. Overview of variables of interest to this study.

	Cases			
	Case one	Case two	Case three	Case four
Strategic decision-making autonomy [low/medium/high]	High	Low	High	High
Founder's leadership style [transformational/transactional/instrumental/laissez-faire] and observed sub dimensions	Fou_2: Transformational; idealised influence, inspirational motivation, and individualised consideration	Fou_3: Transformational; inspirational motivation, intellectual stimulation, and individualised consideration	Fou_5: Transformational; inspirational motivation and individual consideration Fou_6: Transformational; inspirational motivation and individual consideration	Fou_10: Transformational; inspirational motivation and intellectual stimulation
Organisational growth [low/medium/high]	Low	High	Medium	Medium

Strategic decision-making autonomy. All the founders, except the once in case two, experienced a lot of freedom when it came to strategic decision-making. Even though they needed to share the decision-making rights with either co-founders or fellow members of the management team. External investors were experienced similar, as they did not restrict in the founders strategic decision-making autonomy, again apart from case two. This is partly due to case two being a spin off, before their independence they were bounded by the project boundaries and after they became independent their investor was more a hindrance as his advice was not received as constructive. Of the three cases that have received external financing, two of them (case three and four) found that the private investors also contributed to the organisation in more ways than just financial. In these two cases the investors helped the founders by coaching them, teaching them leadership, and management skills and helping them to professionalise the organisation, and providing the founders with contacts from their network. On top of that, these investors were in both the cases more ambitious than the founders themselves. In case two, both the founder and the employees did not experience their investor as ambitious. Now that they are owned by a venture capitalist fund, they said they are monitored more and have to explain their actions to the shareholders. This was experienced as a restriction of the strategic decision-making autonomy.

In all the cases, the strategic decision-making autonomy on a day-to-day basis was shared with employees. In cases three and four this was also done as a means of motivation. As in case three and four the organisation is knowledge driven and the employees have a higher level of education. Case two is again different, as a project they could either ask if people could be assigned to the project or they could hire outside workforces. There was less need to make the organisation look attractive to work for. The knowledge was used to add to the collective knowledge of the organisation which schooled the founder. To attract these individuals to the organisation, the organisation has to offer them something that competitors could not. As these are still small organisations compared to competitors, they are not able to offer these individuals the highest salary on the market. However, what they can offer is freedom as seen in case three and four. This can both be the freedom to decide when to work but also the founder can let go of some of this day-to-day strategic decision-making to his or her followers, so they are responsible for a task which can work as motivation.

In all the cases, the strategic decision-making autonomy was also shared to take some of the workload of the founder. As the founder needed to be made free from day to day work in order for him to work on the organisation rather than the product.

Leadership. For all the founders, this is their first time that they started an organisation and are thus founders for the first time. It is also for all of them the first time they were at the head of an organisation, although Fou_3 had been in a management position in the previous organisation he worked in. In all the cases, the founder was learning in the transition period how to lead this group of people. This transition from the production side of the organisation, towards the management side of the organisation was visible in all the cases. All founders first developed the product or service the organisation is built around. As the organisation grew, they had to let go of the development of the product and start to focus on developing the strategy and business. For case two and four this was a more deliberate process than the other two cases. With case three, this transition happened over a longer period and before the transition from start-up to scale-up happened. In case one, the founder still occasionally does some production work, but this is due to the type of product and service they are selling.

Consistent throughout all the cases; the founders liked to discuss their choices and are open for advice from others within the organisation. In cases two and four, the founders explicitly describe themselves as generalists, so there was real need for them to learn and ask questions to their employees. Two founders described themselves as generalist, in case two and three the founders mentioned they are the mortar that keeps the bricks together and help wherever necessary. In all the cases, it was mentioned that employees are hired because they possess a specific skill set or knowledge that will help the organisation grow. This is in all the cases also the reason given by the founders, why they are seeking advice from the employees as they themselves do not have all the knowledge to make the choice. Letting go of some of those choices is also something leaders in case one, two, and four had trouble with and were learning how to deal with. As the organisation grew, it required them to let go of some decisions that must be made in order for the organisation to operate smoothly.

In each case the founder motivated the employees differently, but the fact that they did is something consistent thought the cases. As seen in Table 3, all founders are considered transformational leaders. All of them show inspirational motivation, mostly through working very hard themselves. The employees in case two were all motivated by the amount of time Fou_3 puts into the organisation. When Fou_10 was thanked for conducting key informant meeting at 8 pm, he replied with: "Normal working day." Showing that he also puts in a lot of effort. Individualised consideration and intellectual stimulation are both seen in three out of the four cases, as the leaders like to operate with the employees rather than above them, discussions and having employees surrounding them to challenge their ideas is something they prefer to have. The founders are very knowledgeable when it comes to the product the organisation is

selling, as they are the longest ones active within the organisation. This gives them the ability to intellectual stimulate the employees.

Another consistency among the four cases is the absence of change in the leadership style throughout the transition from start-up to scale-up. The only thing that changes is that they are forced to exhibit more leadership behaviour as the organisation grows.

Organisational growth. Scaling is definitely happening throughout case one, two, and four, as the number of employees' growths slower than the turnover (due to a lack of time during the group interview of case three, there was no time to draw the line of the turnover). It is expected that no visible scaling has happened in case three as the strategy changed into software development means there are expenses without income. Meaning the turnover line would either have been flat or dropping as more people were relocated to work on developing the software.

Something that does not show from the line, but which is a remark made in all cases is that the line does not show the number of employees that come and go. As case one goes through multiple chef cooks to end up with one that can deliver the quality they are after. Case two made use of a wide variety of interns to do market research. Case three lay off some employees as they determined their strategy lies in developing a software product rather than doing projects. And case four was about to start to grow when one of the three employee decides to leave the organisation, forcing them to hire a new employee. This employee was not just replaced but the job description they put up required someone whom was able to work more independently. All of this relates to the strategy searches all of these organisations are going through.

5 Discussion and conclusion

5.1 Discussion

This study made a start into the research in the relationship between the founder's strategic decision-making autonomy, leadership style, and the sustainable employment growth in organisation transitioning from start-up to scale-up. This was done using the R-TEAM approach, which consists of a key informant meeting with the founder, a questionnaire among employees, and a group interview with key figures. With the R-TEAM approach an accurate picture could be sketched of what happened during the transition. This approach was performed at four different organisations that have been through or are going through the transition from start-up to scale-up.

New employees are hired to lessen the founder's workload and bring specialist knowledge to the organisation to help grow the organisation (Kasabov, 2015; Kazanjian & Drazin, 1990). Every employee that is allowed to make decisions, will take away from the autonomy of the founder as every employee will claim authority and decision-making power (Kazanjian & Drazin, 1990; Nelson, 2003). Depending on the amount of authority and decision-making power the employee claims, the strategic decision-making autonomy of the founder will decrease, and thus be negatively related. Additionally, as the number of employees grows, the organisation develops protocols and structures to bring clarity to the organisation (Foss et al., 2015; Lester et al., 2008). An example of such a structure is a management team, in such a team the founder shares his or her strategic decision-making autonomy with fellow members of the management team (Scott & Bruce, 1987). This again, leads to a decrease in strategic decision-making autonomy of the founder. This is led to the first proposition, Figure 9 shows the conceptual model of this proposition.

Proposition 1: The decision-making power of an employee relates negatively with the strategic decision-making autonomy of the founder during the transition from start-up to scale-up.



Figure 9. Conceptual model of proposition one.

The influence of an investor on the organisation is large, the founder-investor fit thus has to be good to ensure business opportunities are followed through (Lim et al., 2013). Also, a good fit will minimize the agency problems as founder and investor are able to talk open and honestly about the organisation (Bruton et al., 2009). This is important as the founder might have different goal for the organisation than the investor has (Hellmann & Puri, 2002; Jain & Tabak, 2008). An clear example is described by Fisher et al. (2016), as investors seek a financial return on their investment at the medium to long term. If the fault lines between the founder and investor are perceived as strong, the founder might decide to retain more control (Lim et al., 2013), maintaining its strategic decision-making autonomy (Nelson, 2003). However, as the investor owns part of or all of the organisation, the founder can only claim a percentage of its autonomy either in balance with the equity share that the founder owns or an otherwise arranged percentage (Hellmann & Puri, 2002). This thus means that the relation between the fault line strength between the founder and investor and the strategic decision-making autonomy of the founder is moderated by the equity share owned by the investor. This led to second proposition, Figure 10 shows the conceptual model of this proposition.

Proposition 2: The fault line strength between the founder and investor relates positively to the founder's strategic decision-making autonomy. This relationship is moderated by the equity share owned by the investor.

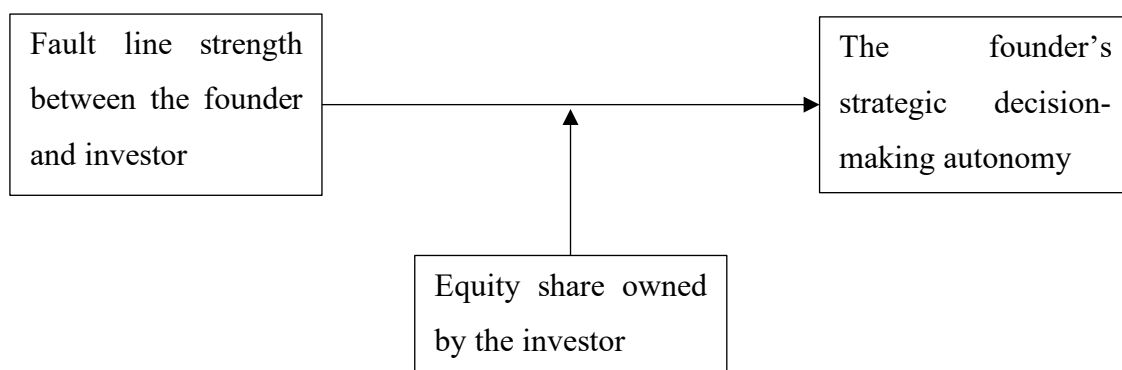


Figure 10. Conceptual model of proposition two.

An investor will try to help achieve the goal of the organisational growth by supporting the organisation and looking for opportunities as this will also make the return on investment larger (Fisher et al., 2016). What was found was that the effect of an investor goes beyond just money (Hellmann & Puri, 2002). The employment growth of the organisation is, next to the amount of money the investor brings, determined by the knowledge the investor has as found by Fenn et al. (1995), and the willingness of the investor to share his or her network as found

by Gorman and Sahlman (1989). This was also concluded from the cross-case analysis. As brought up by the previous proposition, the founder does have to allow the resources of the investor into the organisation. That is the reason why relationship between the investors resources and the employment growth is moderated by the fault line strength between the founder and the investor, where a weaker fault line will result in more employment growth. This led to third proposition, Figure 11 shows the conceptual model of this proposition.

Proposition 3: The resources brought to the organisation by the investor relate positively with the employment growth during the transition from start-up to scale-up. This relationship is moderated by the fault line strength between the founder and investor.

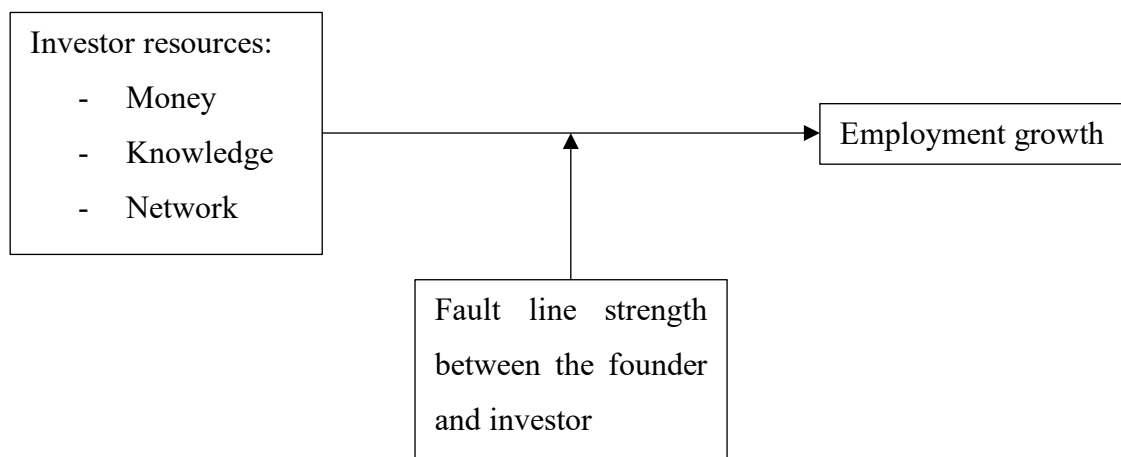


Figure 11. Conceptual model of proposition two.

5.2 Conclusion

This study was designed to investigate the relationship between the founders strategic decision-making autonomy, leadership style, and the employment growth during the transition from start-up to scale-up by asking the following question:

“How does a start-up founders’ strategic decision-making autonomy and leadership style relate to a sustainable employment growth during the transition from start-up to scale-up?”.

After a literature review, and four cases studies, three propositions were formed. In these propositions the strategic decision-making autonomy of the founder is related to the employment growth.

6 Limitations and future research

6.1 Limitations

This study was performed to the best of the researcher's abilities, naturally there are some shortcomings. Starting with the variety between the cases. Although the variety between the cases was high, a larger sample would have resulted in a higher diversity among the cases. However, due to the 2020 COVID-19 pandemic, the researcher was already very pleased with the four cases that were willing to participate.

Although measures were taken to prevent research bias by searching for organisations via different sources, in the end, all organisations that participated in this study were sourced via Summiteers. This knife however cuts both ways; as, indeed, sourcing all cases via one organisation creates a bias. However, as this study was performed during the outbreak of the 2020 COVID-19 pandemic, the network that Summiteers offered made it possible for this study to happen in the first place. As from the organisations that were contacted, inside and outside of the Summiteers network, the request made for them to participate was often that they were interested in the topic but had no time due to the extra workload the pandemic created. The flip side was that this pandemic also created possibilities; case one is an example of that. As all events were called cancelled due to government regulations, they had no events to cater hence time to participate with the study. Organisations that are doing bad now, could have gone through their transition flawlessly and still be near bankruptcy now due to the COVID-19 pandemic (Baldwin & Mauro, 2020). So, in the end, this study might contain a selection bias however, this selection bias might not influence the results as the transition is something that happened in their past and that is something the current situation has no influence on.

As all organisation were contacted through Summiteers, the researcher is associated with their brand, this resulted in a certain reservation originating from the researcher. For instance, as the founders were the first point of contact, they were asked to send the questionnaire around. In all cases, they needed a reminder to send them in the first place. In one case, it took five weeks before the questionnaire was finally sent after numerous reminders. As the questionnaire in all cases was not completed by all employees, a second reminder should have been sent to the employees. This would have required asking the seemingly busy founders to resend the questionnaire again which the researcher felt objected to do as they already had enough on their plate and it took already serious effort to make them send the questionnaire the first place. In hind side, this email should have been sent and as a practice for the future, this reminder email could already be mentioned during the key informant meeting.

To extract all the useful information from the interviews, these interviews needed to be coded. During this study, only one researcher was able to code the interviews. This creates another bias. To slightly compensate for this bias, the result section of one of the cases was read by an employee of Summiteers, whom was selected based on his knowledge of that organisation. In the future, if possible, this should have been done to all the cases, as well as the codes should have been checked by a second researcher with equal knowledge on the topic.

There are numerous leadership styles, and additionally they are overlapping, as result, a selection was made of four styles. However, omitting all these other leadership styles does mean a possible better fitting leadership style to a founder is left out. In the future, after the number of leadership styles is brought back in such a way that there is consensus among the scholars about each individual leadership style, this study could be redone to ensure no conclusion was missed because of the simplification that was made.

All founders in this study are founder for the first time in their life. A founder that has gone through the transition before, will make different choices. As s/he has experienced it all before and thus decide to use this previously gained knowledge or his or her leadership style has undergone a change and thus make different decisions (Baum et al., 2001; Eisenhardt et al., 2012; Gilbert et al., 2006).

The decision whether a founder was deemed autonomous in the making of strategic decisions or the selection of his or her leadership style was a process which is subjective as it is performed by the researcher. A more thorough examination of the autonomy in the making of strategic decisions and the leadership style would improve the quality of this study. For the strategic decision-making autonomy, a list of items that make up strategic decision-making and next to it a scale on which the autonomy of the founder could be ranked can be seen as a more reliable and repeatable way to score the founder's strategic decision-making autonomy. A similar solution could be chosen for the leadership style of the founder. By for instance creating a list with certain characteristics which would allow the researcher to determine the leadership style of the founder and incorporating this list in the questionnaire.

During planning of the group interviews, the number of employees that worked at the organisation from the beginning is very small. Often the founder or founders are the only once to work at the organisation in the first years (Nelson, 2003). The number of employees grows gradually in the first few years and people come and go (Chandler et al., 2005). When trying to source employees for the group interview, it might not always be possible to find enough employees whom worked at the organisation throughout the entire transition phase. As a recommendation for the R-TEAM approach, make sure that during the key informant meeting

it is discussed whether or not there are enough knowledgeable people to participate in the group interview. This might mean doing the group interview with less than the ideal number of people, this requires, as is the case in this study, to rely more on the interview with the founder.

The transcription software used to transcribe both the meetings with the key informants and the group interviews, turned out to not to work as desirable as the researcher had hoped. As the software still made a lot of errors depending on the speed at which a person talks or the quality of the tape. This resulted in extensive reworks of the transcripts as well as missing out on information, mainly in the form of thinking noises or longer thinking periods. However, as all the interviews were performed in Dutch, a certain loss of information due to translation is inevitable anyway. In light of that, the loss due to using Amberscript might be less severe.

The conclusions drawn in this study are based on Dutch organisation, in a Dutch entrepreneurial environment. The conclusions drawn in this research might not be valid outside of the Netherlands. As rules and regulations are different in every country as well as the culture, as these were all small Dutch firms with a Dutch working culture. This can result in founders making different choices, displaying more or less risky behaviour, and thus ultimately changing the strategy they are following.

6.2 Future research directions

To further expand the field of research of organisation in the transition from start-up to scale-up, there are a number of avenues that could be investigated.

As this is a qualitative study, the following observation needs to be studied in more detail with a larger number of cases: The effectiveness of founders with a transformational leadership style. As all the founders in this study displayed a dominant transformational leadership style, which makes sense as the transformational leadership style is one equipped to deal with the uncertainty (Hinkin & Tracey, 1999) that comes with the starting a business (Adizes, 1979). On top of that, a transformational leader allows power sharing (Day & Antonakis, 2011), something that is necessary both with the employees (Kazanjian & Drazin, 1990) as well as the investors (Nelson, 2003).

Sticking to the topic of the investor; the type of investor the founder chooses has a large effect on the organisation. As this investor helps the organisation move forward with other means than money. The knowledge and contacts s/he brings is of high importance too. So, not only is it interesting to see why a founder would choose a certain investor, it also would be interesting to discover what the influence of the knowledge is and contacts of the investor are on the development of the organisation.

The third interesting point for future research comes from the observation that in none of the cases the founder went through a change in leadership style. However, the role of the founder inside the organisation changes tremendously. As all the founders started the organisation themselves because they had knowledge on a certain topic, they first worked on the product or service themselves. This meant they moved from production work to a management position, in this position their job description changed completely. An interesting topic of future research would be the effect of this role change on the founder and the organisation.

6.3 Practical implications

Although this study only used a very small number of cases and thus the conclusions that have been drawn are not verified at a larger scale, meaning the conclusion drawn might not be applicable to all organisation. However, there are a few cautious takeaways that can benefit start-ups.

First, the importance of a good founder-investor fit. In the cases that had investors which were a good fit to the founder and organisation, both could benefit greatly from the knowledge, experience and network the investor brings with him. Making sure that the investor is interested in the organisation as well as the founder's willingness to receive the input given by the investor, will help in the development of the organisation (Lim et al., 2013).

Secondly, as a founder letting go of the content and focussing on developing the organisation should be his or her main goal. The sooner the organisation is able to function without its founder, the healthier the organisation is. As the founder has a tendency to cling on to how it was and tries to control as much as possible, chocking the organisation (Adizes, 1979; Jirásek & Bílek, 2018). Steps towards this independence of the organisation from the founder can be taken by creating a structure in the organisation, as Foss et al. (2015) found that a decentralized organisation can facilitate opportunity realisation and formalisation will even support this relation. This is in line with the findings of this report, as the founder's strategic decision-making autonomy needs to be lowered in order for the organisation to grow.

Thirdly, when a start-up or even a scale-up organisation is looking for a new leader, a leader with a transformational leadership style is recommended. As in that stage of the organisation's life, there is still a lot of uncertainty and turbulence before the organisation is in a stable environment. The transformational leadership style stays effective, even during the troublesome stages (Hinkin & Tracey, 1999).

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Appendix A

Introductie	
Introduceer het gesprek met de onderstaande informatie en vragen.	
Intro	<p>Voorstellen</p> <p>Blij dat je mee wilde doen met mijn onderzoek, dank daarvoor.</p>
Doel van het onderzoek	<p><u>Het onderzoek:</u> wat de relatie is tussen de strategische beslisruimte van een oprichter, zijn of haar leiderschapsstijl en de groei van de organisatie tijdens de transitie van start-up naar scale-up. Bestaande uit 3 delen zoals u al heeft kunnen lezen in mijn introductie brief; dit interview met de oprichter, een enquête door uw medewerkers in te vullen en een groepsinterview waarbij ik met 3 à 4 werknemers het ontwikkelproces van start-up naar scale-up zal gaan doornemen.</p> <p><u>Wat haalt u eruit?:</u> Aan het eind van het onderzoek kan ik u vertellen wat de belangrijke momenten zijn geweest in de transitie periode en deze ervaren werd door u medewerkers.</p> <p><u>Dit interview:</u> Doel van dit interview is beeld krijgen van de organisatie en uw positie in de organisatie. Vaststellen wanneer de organisatie door die fase van start-up naar scale-up doorlopen heeft. Een beeld vanuit uw perspectief op uw leiderschapsstijl en beslisruimte als het op strategische beslissingen aankomt.</p>
Onderwerpen	<ul style="list-style-type: none"> - Algemeen vragen over u en de organisatie; - Belangrijke gebeurtenissen voor de organisatie; - Uw leiderschapsstijl; - Strategische beslisruimte, de ruimte die jij als oprichter hebt om strategische keuze te maken in het bedrijf; - Sleutel figuren om uw heen tijdens de transitie periode van start-up naar scale-up;
Anonimiteit en vertrouwelijkheid	<p>Dit interview is anoniem, dat wil zeggen dat uw persoonlijke gegevens en/of de naam en omschrijving van het bedrijf enkel geanonimiseerd gebruikt of genoemd zullen worden in wetenschappelijke rapportages. Daarnaast zullen de dingen die je mij vertelt en de informatie die je mij geeft alleen voor dit onderzoek gebruikt worden.</p>

Opname	<p>Zoals u ziet heb ik opnameapparatuur meegenomen, waarmee dit gesprek wordt opgenomen.</p> <p>Vanuit de wet is voorgeschreven dat ik u, wel eerst om toestemming moet vragen als ik gebruikmaak van opnameapparatuur. Daarom vraag ik u zo meteen, als de recorder loopt, of u toestemming geeft dat dit gesprek wordt opgenomen. De opname wordt opgeslagen gecodeerd op servers van de Universiteit Twente geheel volgens de AVG wetgeving.</p> <p>Vindt u het goed dat dit gesprek wordt opgenomen?</p>
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Kern	
Algemeen (10 min)	<p>Beeld schetsen van oprichter.</p> <p>Onderwerpen:</p> <ul style="list-style-type: none"> - Leeftijd; - Functie; - Hoe lang al in deze functie?; - Werkzaamheden binnen de functie; - Verloop van u positie in het bedrijf van begin tot nu; - Vorige functies, ervaring;
Organisatie (5 min – t:15)	<p>Korte beschrijving van het bedrijf.</p> <ul style="list-style-type: none"> - Wat is jullie dienst/product? - Wanneer zijn jullie gestart? - Kan je mij een schets geven van hoe de organisatie structuur eruit ziet? Hoe is deze in het verloop van de tijd veranderd? Waarom veranderde deze?
Case type duidelijk maken (5 min – t:20)	<ul style="list-style-type: none"> - Hoe is de verhouding extern financiering vs. eigen vermogen over de loop van tijd? - Werden er voorwaarde gesteld aan die financiering? Hebben jullie zelf bepaalde eisen gesteld aan de organisatie voordat er externe financiering werd gezocht? - Was er een bepaalde reden dat die externe financiering opgezocht werd? - Had de investeerder ook nog bepaalde ambities?
Belangrijke gebeurtenissen (10 min – t:30)	<ul style="list-style-type: none"> - Wat waren belangrijke gebeurtenissen die invloed hebben gehad op de ontwikkeling van uw bedrijf? Hoe waren die precies van invloed? - Hoe hebben deze gebeurtenissen invloed gehad op u als leider? - Wat was de invloed van deze gebeurtenissen op de groei van de organisatie? - Was er een moment dat u het gevoel had dat u uit de start-up fase was? Zo ja, wat gaf u dat gevoel? - Waarom was er meer behoefte aan meer specialistische functies?
Leiderschap (10 min – t:40)	<p>Zorg dat je antwoorden krijgt die iets zeggen over hoe ze zijn, niet over hoe ze willen zijn.</p> <ul style="list-style-type: none"> - Wat was het moment dat u in binnen uw bedrijf in een leiderschapspositie belandde? Hoe werd u zich daarvan bewust? Wat kenmerkt uw stijl van leidinggeven momenteel? Wat zien anderen daar precies van? Hoe kan ik dat terugzien in uw houding en gedrag? - Hoe verschilt uw huidige stijl van leidinggeven met hoe u zich in het begin opstelde als leider? Kunt u daar een voorbeeld van geven hoe dat in praktijk werkt? Was er een bepaalde aanleiding voor?

Strategische beslisruimte (10 min – t:50)	<p>Aan de hand van de vragen, probeer uit te vinden hoeveel beslisruimte de oprichter had in het maken van deze beslissingen.</p> <p>Tijdens de transitie fasen, de hoofdvragen:</p> <ul style="list-style-type: none"> - Hoe werd er bepaald welke strategische richting het bedrijf op ging? Wie hadden daar nog meer een stem in? Hoe veranderde dit over de tijd? - Welke speelruimte ervaart u in het maken van besluiten over de koers van uw bedrijf? - Welke speelruimte ervaart u in het maken van beslissingen over de dagdagelijkse operatie? - Wat was de invloed van de organisatiestructuur op de taken die gedaan moesten worden in die tijd? (-> maakten de organisatie structuur het moeilijk of makkelijk om strategische beslissingen of dagelijkse beslissingen te maken?) Hoe was die organisatie structuur ontstaan? <p>Vraag hoe al deze aspecten veranderen voor en na grote events in de tijd lijn.</p>
Organisatiegroei (5 min – t:55)	<ul style="list-style-type: none"> - Kan je iets vertellen over het verloop van de organisatiegroei in relatie tot het aantal werknemers? - Wat doe je om de organisatiegroei stabiel te houden? - Kan je iets vertellen over het verloop van het aantal werknemers?
Wie mogelijk te selecteren voor groepsinterview (5 min – t:60)	<ul style="list-style-type: none"> - Naar namen vragen die eerder in het interview gevallen zijn. - Met wie heb je nauw samengewerkt tijdens die tijd? - Wie heeft er een goed beeld van de ontwikkeling van uw bedrijf gedurende de tijd? - Wie heeft er binnen je organisatie een kritische blik?

Afsluiting	
Afsluiting interview	Heeft u het idee dat ik iets vergeten ben te vragen na aanleiding van de vragen die ik gesteld heb?
Behoefte aan kopie of controle van transcript	Het interview zal schriftelijk uitgewerkt worden. Deze uitwerking zal ik ook naar je toesturen met de vraag of het een goede weergave van het gesprek geeft.
Enquête naar de werknemers	Voor de volgende stap in mijn onderzoek zou ik graag een enquête sturen naar uw medewerkers. Hij zal vragen bevatten over wat uw werknemers als gebeurtenissen hebben ervaren die belangrijk zijn geweest voor de

	<p>organisatie. Ik zal u deze enquête sturen via de mail, zou u deze enquête door willen sturen naar uw medewerkers? Ik zou de enquête graag naar al uw medewerkers willen sturen, ook naar medewerkers die korter bij uw werkzaam zijn. Het gaat om een online enquête die niet meer dan 10 minuten duurt om in te vullen.</p> <p>In deze enquête zal ik u medewerkers ook om hun emailadres vragen, dit is alleen zodat ik ze eventueel een uitnodiging kan sturen voor het groepsinterview.</p>
Beschrijving van wat ik met deze informatie ga doen	<p>De informatie opgedaan in dit gesprek zal ik, samen met de informatie uit de enquête, gebruiken om het groepsinterview te leiden. Naast uw organisatie zal ik nog informatie verzamelen bij [het aantal bedrijven wat meedoet aan mijn onderzoek] andere organisatie.</p> <p>Hierna zal ik alle informatie verwerken in mijn onderzoek.</p>
Bedanken voor het interview	<p>Ik wil u graag bedanken dat u in deze bijzondere tijd vrij heeft willen maken om mij dit interview met u af te nemen.</p> <p>Ook in het vore bedankt voor het tijd vrij maken van uw werknemers zodat deze de enquête kunnen invullen en sommige mee kunnen doen in het groepsinterview.</p>
Contact gegevens uitwisselen	<p>Mocht u nog vragen hebben, kunt u mij bereiken via d.j.f.manten@student.utwente.nl of via LinkedIn.</p>

Appendix B

Introductie	
Introduceer het gesprek met de onderstaande informatie en vragen.	
Intro	Voorstellen (belangrijk!, vertel wat over mijzelf)
Doel van het onderzoek	<p><u>Het onderzoek:</u> wat de relatie is tussen de oprichter en de groei van de organisatie tijdens de transitie van start-up naar scale-up. Bestaande uit 3 delen zoals u al heeft kunnen lezen in mijn introductie brief; een interview met de oprichter, een enquête door alle medewerkers in te vullen en dit groepsinterview. Dit doe ik bij 3 andere ondernemingen ook, deze informatie verwerk ik mijn verslag die ik samen met wat organisatie specifieke opmerkingen terug zal geven aan de oprichter.</p> <p><u>Dit interview:</u> Tijdens dit groepsinterview bespreken we de transitie van start-up naar scale-up van jullie organisatie. We laten de gebeurtenissen tijdens deze periode aanbod komen om te kijken wat hun waarde en invloed was.</p>
Onderwerpen	<ul style="list-style-type: none"> - Uitleg van het groepsinterview; - Korte, individuele brainstorm sessie over gebeurtenissen; - Bespreken en invullen van de tijdlijn; - Evaluatie van dit gesprek
Anonimiteit en vertrouwelijkheid	<p>Dit interview is anoniem, dat wil zeggen dat de persoonlijke gegevens en/of de naam en omschrijving van het bedrijf enkel geanonimiseerd gebruikt of genoemd zullen worden in wetenschappelijke rapportages. Daarnaast zullen de dingen die jullie mij vertellen en de informatie die jullie mij geven alleen voor dit onderzoek gebruikt worden.</p>
Opname	<p>Vanuit de wet is voorgeschreven dat ik jullie, wel eerst om toestemming moet vragen als ik gebruikmaak van opnameapparatuur. Daarom vraag ik jullie zo meteen, als de recorder loopt, of jullie toestemming geven dat dit gesprek wordt opgenomen. De opname wordt opgeslagen gecodeerd op servers van de Universiteit Twente geheel volgens de AVG wetgeving.</p> <p>Vinden jullie het goed dat dit gesprek wordt opgenomen?</p>

Kern	
Begin (5 m, T: 5 m)	<p>Introductie hoe dit interview werkt:</p> <ul style="list-style-type: none"> - Bespreek vooral de gebeurtenissen die invloed hebben gehad op de organisatie en/of de oprichter en vul elkaar aan. - Laat iemand eerst uitspreken. - Alle onderwerpen kunnen en mogen aanbod komen, hoe klein deze ook lijken.
Brainstorm sessie (5 m, T: 10 m)	Een korte brainstorm sessie om laatste gebeurtenissen nog even toe te voegen.
Eerste ronde tijdlijn invullen (35 m, T: 45 m)	<p>Bespreek en voeg belangrijke gebeurtenissen toe:</p> <ul style="list-style-type: none"> - Wie heeft er iets opgeschreven waar hij of zij iets over wil vertellen? - Kan je die gebeurtenis nog iets meer toelichten? - Wanneer en hoe gebeurde het precies? - Wat deed dit met de houding en het gedrag van de leider? - Veranderde er nog wat binnen de organisatie? - Had deze gebeurtenis nog invloed op andere gebeurtenissen om deze gebeurtenis heen? <p>Herhalen tot alle gebeurtenissen die zij hebben opgeschreven aanbod zijn gekomen.</p>
Aanvullen met onderwerpen uit enquête (0-10 m, T: 45-55 m)	<p>Introduceer gebeurtenissen die uit de enquête naar voren zijn gekomen.</p> <p>Introduceer onderwerp eerst, stel daarna pas de vragen!</p> <p>Som eerst op wat erover gezegd is en stel daarna een nieuwe vraag.</p>
Controleren of de tijdlijn nu af is (5 m, T: 60 m)	Totaal plaatje bij langs om de gebeurtenissen ten opzichten van elkaar te beoordelen.
Leiderschap van oprichter bespreken (10 m, T: 70 m)	<p>Welke van de gebeurtenissen veranderde iets in de leiderschapsstijl van de oprichter? Waarom? Hoe kwam dit?</p> <p>Missen er gebeurtenissen waarna de oprichter zich anders ging gedragen? (training, etc.)</p>

Lijn met organisatie groei	De groei van de organisatie wordt weergegeven met lijn over de tijdlijn, deze lijn staat voor het aantal werknemers. (optioneel: tweede lijn met omzet)
Relatie van organisatie groei en de gebeurtenissen (10 m, T: 80 m)	De groei van de organisatie bespreken in relatie tot de gebeurtenissen.
Bepalen wat als belangrijk door personeel is ervaren (5 m, T: 85 m)	Stem sessie om belangrijkste gebeurtenissen te bepalen. (optie in Mural, dote vote) Kleine evaluatie waarom deze punten gekozen zijn. (kan kort waarschijnlijk erg voor de hand liggend)
Evaluatie groepsinterview (5 m, T: 90 m)	<ul style="list-style-type: none"> - Hoe heb je dit interview ervaren? - Wat heeft de grootste indruk achter gelaten? - In hoeverre denk je dat we alle belangrijke gebeurtenissen besproken hebben in de geselecteerde periode?

10 min speling aan de hand van extra gebeurtenissen uit enquête.

Afsluiting	
Afsluiting interview	<p>Hebben jullie het idee dat ik iets vergeten ben te vragen na aanleiding van de vragen die ik gesteld heb?</p> <p>Mochten jullie nog wat willen toevoegen, mail mij gerust.</p>
Behoefte aan kopie of controle van transcript	Het interview zal schriftelijk uitgewerkt worden. Deze uitwerking zal ik ook naar jullie toesturen met de vraag of het een goede weergave van het gesprek geeft. Let niet op de spellingsfouten, gaat om de inhoud.
Beschrijving van wat ik met deze informatie ga doen	Hierna zal ik alle informatie verwerken in mijn onderzoek. Ik zal een foto maken van de poster en deze met jullie delen.
Bedanken voor het interview	Ik wil jullie graag bedanken dat jullie in deze bijzondere tijd vrij hebben willen maken om mij dit interview met jullie af te nemen.
Contact gegevens uitwisselen	Mochten jullie nog vragen hebben, kunnen jullie mij bereiken via d.j.f.manten@student.utwente.nl of via LinkedIn.

Appendix C

Start of Block: B1 - Introductie

Doel van het onderzoek Dit onderzoek voer ik, Dion Manten, uit ten behoeve van het afronden van mijn afstuderen voor de studie business administration aan de Universiteit Twente. Dit onderzoek gaat over de factoren die spelen in organisaties tijdens de transitie van start-up naar scale-up. Uw organisatie is genomineerd voor deelname aan mijn onderzoek en de oprichters hebben hiermee ingestemd.

Opbouw

onderzoek

Via deze enquête, die naar alle medewerkers is gestuurd, verzamel ik informatie over de belangrijke gebeurtenissen voor de organisatie die plaats hebben gevonden gedurende de transitie van start-up naar scale-up. Daarna volgt een groepsinterview met enkele medewerkers waarin de leiderschapsstijl van de oprichter besproken zal worden tijdens de transitie van start-up naar scale-up.

Vertrouwelijkheid van gegevens Ik doe er alles aan uw privacy zo goed mogelijk te beschermen. De gegevens die ik via deze enquête verzamel zullen dan ook alleen door de onderzoekers van de Universiteit Twente ingezien worden. Uw leidinggevende krijgt hier dus geen inzage in. Er wordt op geen enkele wijze vertrouwelijke informatie of persoonsgegevens van of over u naar buiten gebracht of opgeslagen die terug valt te herleiden naar u of de organisatie. In mijn onderzoeksrapport zal informatie dan ook alleen geanonimiseerd weergegeven worden. Tot slot is dit onderzoek beoordeeld en goedgekeurd door de ethische commissie van de faculteit BMS.

Contactgegevens Mocht u vragen hebben over wat er met de data gedaan wordt en/of hoe deze bewaard wordt, dan kunt u contact met mij opnemen via de onderstaande gegevens:

Dion Manten,
master student business administration, Universiteit Twente
+31 6 10 70 23 15
d.j.f.manten@student.utwente.nl

Alvast hartelijk dank voor uw deelname!

B1Q1 Door dit toestemmingsformulier te ondertekenen erken ik het volgende:

	Ja (1)	Nee (2)
Ik ben voldoende geïnformeerd over het onderzoek door middel van de bovenstaande informatie. Ik heb de informatie gelezen en heb daarna de mogelijkheid gehad vragen te kunnen stellen. Deze vragen zijn voldoende beantwoord. (1)	<input type="radio"/>	<input type="radio"/>
Ik ga akkoord met de deelname aan dit onderzoek en dat mijn antwoorden op anonieme wijze worden opgeslagen ten behoeve van het onderzoek. (4)	<input type="radio"/>	<input type="radio"/>

End of Block: B1 - Introductie

Start of Block: B1a - heroverweging B1

B1aT1 De hiervoor gestelde vragen moeten met "Ja" worden beantwoord om mee te kunnen doen met dit onderzoek.

End of Block: B1a - heroverweging B1

Start of Block: B2 - Introductie in enquête

B2T1 In het volgende gedeelte van de enquête wordt u om meerdere belangrijke gebeurtenissen gevraagd die voor verandering in de organisatie hebben gezorgd. Beschrijf één gebeurtenis per keer, onderaan de pagina wordt u gevraagd of u nog een gebeurtenis zou willen toevoegen. Beantwoordt u die vraag met "Ja" dan zal u naar nieuwe invulvelden worden geleid.

Er is geen limiet op het aantal keer dat u een gebeurtenis kan toevoegen.

End of Block: B2 - Introductie in enquête

Start of Block: B3 - Belangrijke gebeurtenis

Q1 Beschrijf een belangrijke gebeurtenis in de ontwikkeling van de organisatie. Wat gebeurde er precies?

Als het kan, wilt u dan ook een tijdsindicatie geven van wanneer deze gebeurtenis plaats vond; hoe preciezer, hoe beter.

T1 De volgende twee vragen zijn niet verplicht, maar mochten ze van toepassing zijn vraag ik u vriendelijk ze te beantwoorden.

Q2 Wat voor impact had deze gebeurtenis op u?

Q3 Heeft deze gebeurtenis invloed gehad op uw besluit bij de organisatie te blijven werken?

Q4 Wilt u nog een gebeurtenis toevoegen?

☐ Ja (1)

☐ Nee (2)

T2 Voorbeelden van belangrijke gebeurtenissen zijn:

- Nieuwe investering;
 - Nieuwe grote of speciale opdracht;
 - Externe invloed, overheidsmaatregel of investeerders;
 - Lancering van nieuw product of dienst;
 - Verandering binnen de organisatie, zoals nieuwe regelgeving of functies;
 - Product of dienst wordt aangepast zodat deze breder inzetbaar is;
 - Acties van het management.
-

Q4a Wilt u, na het zien van deze voorbeelden, nog een gebeurtenis toevoegen?

- ☐ Ja (1)
- ☐ Nee (2)

End of Block: B3 - Belangrijke gebeurtenis

Start of Block: B5 - Groepsinterview leden

Q134 Deze vragen zullen mij helpen de juiste personen te selecteren voor het groepsinterview.

B5Q1 Wie van de medewerkers (in een niet-leidinggevende positie) heeft het beste overzicht over hoe de organisatie zich heeft ontwikkeld?

Q49 Kunt u toelichten waarom?

End of Block: B5 - Groepsinterview leden

Start of Block: B4 - Algemene informatie

B4Q1 Tenslotte vraag ik u wat algemene gegevens achter te laten, zodat ik eventueel contact met u op kan nemen voor het groepsinterview.

B4Q2 Wat is uw geslacht?

- ☐ Man (1)
- ☐ Vrouw (2)
- ☐ Anders (3)

B4Q3 Wat is uw leeftijd?

B4Q4 Uw hoogst behaalde opleidingsniveau

- ☐ Basisschool (5)
 - ☐ Middelbaar geen diploma (6)
 - ☐ Middelbaar met diploma (2)
 - ☐ MBO-opleiding (3)
 - ☐ HBO-opleiding (4)
 - ☐ Universitair bachelor diploma (7)
 - ☐ Universitair master diploma (8)
 - ☐ Universitaire gespecialiseerd diploma (doctoraal, juridisch) (9)
 - ☐ Anders (10)
-

B4Q4a Anders: (alleen in te vullen als "anders" geselecteerd is in de vorige vraag)

B4Q5 Wat is de titel van uw huidige functie?

Q48 Sinds wanneer werkt u in deze functie?

B4Q6 Bent u een van de oprichters van de organisatie?

- ☐ Ja (1)
- ☐ Nee (2)
-

B4Q6a Hoe lang kent u de oprichter al?

- ☐ 0 - 1 jaar (2)
- ☐ 1 - 2 jaar (13)
- ☐ 2 - 3 jaar (14)
- ☐ 3 - 4 jaar (15)
- ☐ 4 - 5 jaar (16)
- ☐ 5 - 10 jaar (17)
- ☐ 11 - 15 jaar (4)
- ☐ 16 - 20 jaar (5)
- ☐ 20+ jaar (6)
-

B4Q6b Sinds wanneer bent u werkzaam bij deze organisatie?

- ☐ 0 - 6 maanden (29)
- ☐ 7 - 12 maanden (6)
- ☐ 1 - 2 jaar (7)
- ☐ 2 - 3 jaar (9)
- ☐ 3 - 4 jaar (10)
- ☐ 4 - 5 jaar (11)
- ☐ 5 - 6 jaar (12)
- ☐ 6 - 7 jaar (13)
- ☐ 7 - 8 jaar (14)
- ☐ 8 - 9 jaar (15)
- ☐ 9 - 10 jaar (16)
- ☐ 10 - 11 jaar (17)
- ☐ 11 - 12 jaar (18)
- ☐ 12 - 13 jaar (19)
- ☐ 13 - 14 jaar (20)
- ☐ 14 - 15 jaar (21)
- ☐ 15 - 16 jaar (22)
- ☐ 16 - 17 jaar (23)
- ☐ 17 - 18 jaar (24)
- ☐ 18 - 19 jaar (25)
- ☐ 19 - 20 jaar (26)
- ☐ 20+ jaar (27)

B4Q7 Contactgegevens

Ik vraag u deze gegevens in te vullen zodat ik contact met u op kan nemen om u eventueel uit te nodigen voor het groepinterview. Deze contactgegevens zullen verwijderd worden zodra ik klaar ben met mijn onderzoek. Al de andere ingevuld gegevens zullen los van deze contact gegevens worden opgeslagen zodat uw antwoorden niet terug te herleiden zijn naar u.

☐ Voornaam (1) _____

☐ Achternaam (2) _____

☐ E-mailadres (3) _____

Q135 Dit was de laatste vraag. Als u alles heeft ingevuld en de enquête wilt inleveren kan dat door op het pijltje rechts onderin te drukken. Hierna zal u doorgestuurd worden naar de website van de universiteit.

Hartelijk dank voor het invullen van de enquête.

End of Block: B4 - Algemene informatie

Appendix D

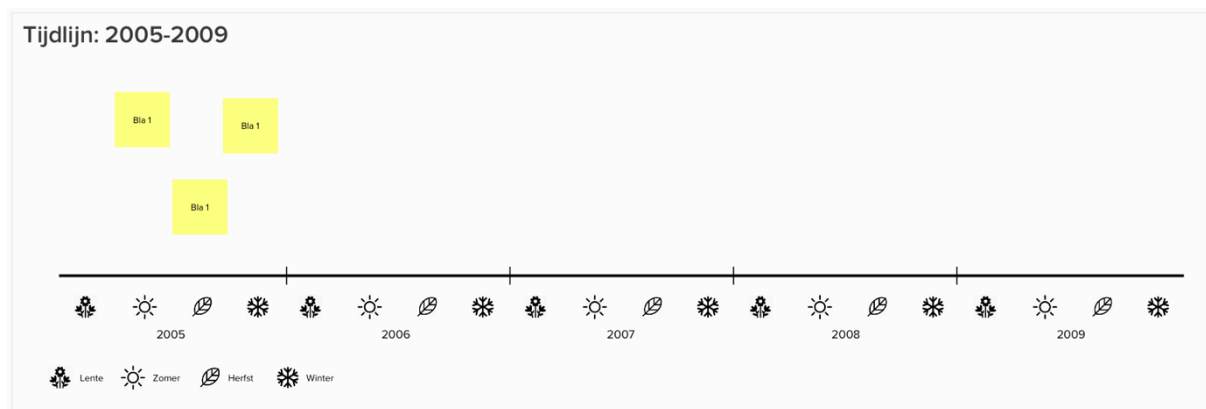


Figure 12. Empty timeline in Mural.



Figure 13. Personal collections of events of participant group interview in Mural.

Appendix E

Leadership style

Transactional

- Contingent reward
- Active management by exception
- Passive management by exception

Transformational

- Charisma or idealised influence
- Inspirational motivation
- Intellectual stimulation
- Individualised consideration

Instrumental

- Environmental monitoring
- Strategic formulation and implementation
- Path-goal facilitation
- Outcome monitoring

Laissez-faire

Strategic decision-making autonomy

- Financial constraints
- Investor support

Organisational growth

- Employment growth
- Turn over
- Market share

Strategic decision-making

- Making of strategic decisions
- Engaging with stakeholders
- Performing human resource activities
- Motivating and influencing
- Managing information
- Overseeing operation and administration
- Managing social and ethical issues
- Managing conflicting demands