

The Capacity of CEOs to Translate Decision-Making Processes into Higher Levels of Performance in Small-sized Family Firms

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Abstract

Strategic leadership scholars allude to the influence of CEOs on the decision-making processes within the top management team (TMT) and the performance of the firm. We integrate both research on CEO qualities and CEO-TMT interface to explain how they interact in ways that drive firm performance. We specifically point to CEO capacity to implement decisions that were made following a comprehensive process (i.e., strategic decision comprehensiveness, SDC) and suggest that when the CEO possesses this quality and the TMT engages in such decision-making processes the performance of the firm is likely to improve. Results of multi-source survey data collected from CEOs and TMT members of 131 small-sized entrepreneurial family firms indicate a positive interaction effect of CEO implementation capacity and TMT SDC the performance of small-sized family businesses.

Modes of Strategic Renewal Family Firms Adopt in Responding to Performance Gaps:

A Social Identity Perspective

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Abstract

Firms engage in strategic renewal to better respond to performance feedback gaps. However, it remains unclear why and when family firms, which are driven by both economic and non-economic motives, pursue particular modes of strategic renewal. We integrate social identity and role theories with the behavioral theory of the firm to explain the interplay between family and firm identity, performance gaps, and strategic renewal unfolds. Specifically, we allude to the identity congruence and incongruence that respectively cultivate a strong and an ambivalent identification with the firm among family executive members. Our theorizing provides a more nuanced understanding regarding the pursuit of different modes of strategic renewal that family firms adopt when responding to negative and positive performance gaps.

Intrapreneurship in Family and Non-Family Firms: A Qualitative Study

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Abstract

Talents often choose to quit their organizations to develop their own venture (entrepreneurship). To response to this challenge of losing talents and their potential, organizations seek to develop mechanisms that motivate individuals to develop their ventures internally (intrapreneurship). We address this issue by qualitatively examining the contextual mechanisms that enable or inhibit employee intrapreneurial behaviors in family and non-family firms. To this end, we conducted 80 semi-structured interviews from family and non-family organizations in different industries and analyzed the data following Gioia et al.'s (2013) inductive research methodology. We identified various enablers and inhibitors of employee intrapreneurial behaviors at both the organizational and individual levels. We also observed that paternalism, generation orientation gap [differences between founders (parents) and children orientation] and (personal) family issues as key mechanisms that inhibit employee intrapreneurial behaviors. We discuss the theoretical and practical implications.