



# The Strategic Performance of the Iraqi Ministry of Foreign Affairs Through Ambidextrous Leadership

**\*Dr. Mohamed Elmohamidy Almadi, \*\*Zaid Abbass Shanshool**

\*Professor and Former Head of Business Administration Department, Faculty of commerce,  
Cairo University, Egypt

\*\*Faculty of Commerce, Cairo University, Egypt

DOI: <http://doi.org/10.37648/ijrssh.v11i02.004>

**Paper Received:**

04<sup>th</sup> March, 2021

**Paper Accepted:**

26<sup>th</sup> March, 2021

**Paper Received After Correction:**

28<sup>th</sup> March, 2021

**Paper Published:**

06<sup>th</sup> April, 2021



**How to cite the article:** Dr. Mohamed Elmohamidy Almadi, Zaid Abbass Shanshool,  
The Strategic Performance of the Iraqi Ministry of Foreign Affairs Through  
Ambidextrous Leadership, April-June 2021 Vol 11, Issue 2; 48-64, DOI:  
<http://doi.org/10.37648/ijrssh.v11i02.004>

## ABSTRACT

This research aims to verify the relationship of the impact of Ambidextrous leadership behaviors on the strategic performance of the research community (Iraqi Ministry of foreign affairs leaders) and a sample of subordinates (employees) in the Ministry of foreign affairs, as well as the level of application and dimensions of both Ambidextrous leadership behaviors and strategic performance. The problem of the research was identified in several questions that revolved on the nature of the relationship and impact of both ambidextrous leadership behaviors with strategic performance individually and collectively through the main question :( Do ambidextrous leadership behaviors affect strategic performance? For this, the researcher developed the hypothesis chart, as well as the research hypotheses, all of which were subjected to tests to confirm their validity. The researcher used resolution as the primary means of data collection and employed the descriptive analytical-exploratory approach as a research approach, to survey the opinions of the research community (leaders). The sample of subordinates (staff) and the data were analysed using the two statistical packages (SPSS V.24 & AMOS V.24) the set of statistical methods (weighted arithmetic mean, standard deviation, simple and multiple selection coefficient, relative repeatability, sample adequacy test, confirmatory factor analysis, relative importance) were employed to extract the results. The research reached a range of conclusions, the most prominent of which were: a direct impact of adept leadership behaviors in strategic performance, a direct impact of open leadership behaviors in content, and a direct impact of closed leadership behaviors in ministry operations. Add to that the State Department's tendency to employ closed-door leadership behaviors in strategic performance.

**Keywords:** Ambidextrous leadership, Strategic Performance, Open leadership behaviors, leadership behaviors.

## INTRODUCTION

The idea of the research was crystallized to shed light on the study of the impact of skilled leadership behaviors that constitute the modern trend of managing public organizations to achieve strategic performance, and in order to improve the awareness and understanding of the Ministry of Foreign Affairs more accurately for this role, the need for an explanatory variable (the behavior of the intelligent leadership, open and closed). An impact on strategic performance and across its dimensions (the financial dimension, customer satisfaction, internal processes, learning and growth), as the researcher resorted to applying these variables in the Ministry of Foreign Affairs, as it is concerned with representing Iraq in international forums, as the ministry needs an ingenious leadership style that can be adopted to keep pace with development And the expansion of foreign policies, as well as overcoming the problems and difficulties faced by the Ministry, in light of the expansion of relations with many countries of the world and the requirements of international representation and the honorable representation of Iraq, and positively reflecting the culture of Iraq, from here the question arose: Are the

behaviors and practices of the brilliant leadership of the Ministry achieved External strategic performance?).

The research attempted through the field study to shed light on the behaviors of skilled leadership by polling the opinions of two samples in the research, the first is a sample (leaders who occupy leadership positions in the Ministry of Foreign Affairs), which is an intentional stratified sample using a comprehensive inventory method, and the second is a sample (the ministry's employees who are subordinates), which is a sample Stratified randomness. The reflection of these leadership behaviors on the strategic performance of the Ministry was discussed, and the opinions of leaders and employees in it were identified on many aspects included in the study.

### FIRST: RESEARCH METHODOLOGY

The first deals with the axis of the research problem and its importance, objectives, assumptions and model premise and methods of data collection and previous studies, according to the following:

#### FIRST: THE RESEARCH PROBLEM

The Ministry of Foreign Affairs's possession of the ability to practice skillful leadership behaviors as a tool that

distinguishes it from other ministries, makes its steps more accurate and consistent in continuously adopting strategic performance. Hence the research problem in this aspect of the Ministry's adoption of modern administrative concepts, and the researcher generated some questions embodied in what Come:

1. To what extent are the leaderships of the Ministry of Foreign Affairs aware of the concept, importance, dimensions and models (behavior of skilled leadership, strategic performance?).
2. What is the level of adoption and attention by the Ministry of Foreign Affairs of the behavior of the consummate leadership and strategic performance, and what are the most prominent practices and dimensions that it applies and is concerned with?
3. What is the level of adoption and interest by the Ministry of Foreign Affairs of open and closed leadership behaviors, and what are the most prominent dimensions of strategic performance, interest, adoption and practice?
4. What is the relationship of the influence and correlation of skilled leadership behaviors on the strategic performance of the State Department?

## **SECOND: THE IMPORTANCE OF RESEARCH:**

This research is considered one of the few studies that have been applied in a very important public sector (the Iraqi Ministry of Foreign Affairs), because the researcher believes that this ministry needs to develop its strategic performance, programs and services. To be able to keep pace with the administrative and sectoral development to supply the country with its current and future needs with external relations and to extend bridges of communication. Consequently, this research may help the surveyed ministry to enhance its endeavor to adopt the approach of skilled leadership and strategic performance in order to renew and develop its activities in order to give it the ability to adapt to rapid developments in the surrounding environment.

## **THIRD: RESEARCH OBJECTIVES:**

The current research seeks to embody its main objectives in diagnosing the relationship between the research variables (adept leadership behaviors, and strategic performance), as well as identifying the role of each of them in achieving the Ministry of Foreign Affairs' desired level of strategic performance in quantity and quality. following:

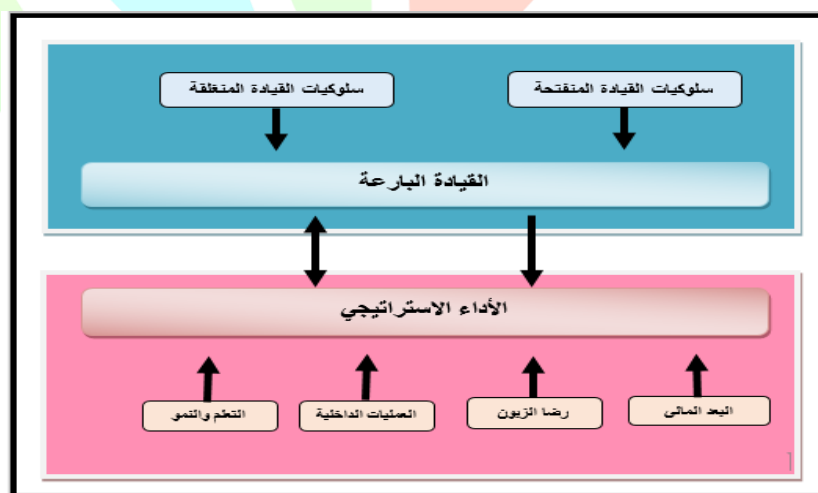
1. Building a theoretical aspect that includes the main variables (skilled leadership behaviors, and strategic performance) and their respective dimensions and models, by presenting a theoretical framework for the administrative literature specialized in organizational behavior and strategic management, to root and update the knowledge of the researched ministry of these variables.

2. Diagnosing the extent of the Ministry of Foreign Affairs' interest in the behavior of skilled leadership and its importance as a means and a tool that contributes to achieving strategic performance, and then achieving its objectives at the level of operations, context and content.

#### FOURTH: THE HYPOTHETICAL SCHEME:

The hypothetical outline of the research represents an expressive picture of the group of logical relationships in a quantitative and qualitative manner, as they come together to form a structure for the reality of the research, which is subjected to tests depending on the relationships specified in the problem questions embodied in the research hypotheses. On this basis, the hypothetical scheme has been prepared as in Figure (1)

Figure (1): Hypothesis research outline



**FIFTH: THE MAIN RESEARCH HYPOTHESIS:**

**The first main hypothesis:** (good leadership is morally linked to strategic performance)

From the main hypothesis above, the following sub-hypotheses emerged:

- There is a statistically significant correlation between closed leadership behavior and strategic performance in its dimensions.
- There is a statistically significant correlation between open leadership behavior and strategic performance in its dimensions.

**The second main hypothesis:** There is a statistically significant impact relationship between (intelligent leadership and strategic performance)

**From the main hypothesis above, the following sub-hypotheses emerged:**

- There is a statistically significant impact relationship between closed leadership behavior and strategic performance in its dimensions.

There is a statistically significant impact relationship between open leadership behavior and strategic performance in its dimensions.

**The second axis: the theoretical aspect:**

**1- The concept of consummate leadership:**

- Concepts of skilled leadership have evolved significantly in light of the efforts of researchers according to their philosophical orientations and according to the activities required by the organization, by establishing a new process and developing methods for improving organizational performance and building a behavioral approach that interacts with their awareness and familiarity with the values of the organization. To ensure the quality of achieving the goals and to employ ingenious leadership styles, which makes it imperative that it evaluate its vision on a regular basis, encourage creativity, and be willing to adjust or change strategies and outputs, managerial behaviors affect their ability to explore and invest at the same time, so senior managers play a crucial role in realizing opportunities And making decisions affecting creativity processes and achieving goals (Luo et al., 2016 :

Defined leadership is the behavioral ability to face environmental contradictions by balancing exploration and investment activities simultaneously. (Gibson & Birkinshaw, 2004: 209), while (Mohabir, 2008: 8) sees it as a simultaneous balancing act between exploration and

investment to achieve the desired goals under changing environmental conditions, and both (Zheng et al., 2017: 2) consider it a combination. One of the dual and complementary leadership styles, which are adopted flexibly to conform to the emerging requirements and the ever-changing environment in light of an organizational culture that is consistent and consistent with encouraging performance to be more efficient and effective. As for (Veldboer, 2018: 19), he believes that it is a leadership style directed towards workers through the different use of closed leadership behavior embodied in supervisory activities and open leadership behavior embodied in training activities.

the researcher believes that the procedural definition of skilled leadership: (It is the ability of the leader to influence the behavior of subordinates by increasing the disparity between them by following open behaviors to enhance exploration activities and work to reduce the disparity between them by adopting closed behaviors to enhance investment activities and the simultaneous pursuit of transformation

with flexibility between The two behaviors to stimulate the creative performance of subordinates, and to enhance the ability to manage contradictions and keep pace with environmental changes in the organization and achieve the sustainability of its success.

### **Dimensions of consummate leadership:**

#### **A- Opening Leadership Behavior**

A set of behaviors that include encouraging action, experimenting with different methods, tasks and ideas, giving space for independent thinking and providing support for challenging, conducting, and following up on ways to do business (Coleman, 2016: 37). (Rosing et al., 2011: 969) believes that among the open leadership behaviors is stimulating thinking in a new direction, which leads to an increase in the disparity between subordinate behaviors, such as allowing mistakes, encouraging alternative means to accomplish tasks, and motivating workers to take risks. Table (1) shows open leadership behaviors

Table (1) Open leadership behaviors

Open leadership behaviors
<input type="checkbox"/> <b>Generating an open atmosphere.</b>
<b>Emphasizing the need for experimentation and encouraging new ideas.</b>
<b>Giving room for independent thinking and performance.</b>
<b>Encouraging subordinates or workers to challenge the status quo and be critical of the way business has been done in the past.</b>
<input type="checkbox"/> <b>Motivate workers to take risks, think outside the box, and break the rules in order to find solutions outside of the safe zone.</b>
<b>Supporting attempts to challenge existing methods and stimulating the development of new approaches to dealing with problems.</b>
<input type="checkbox"/> <b>Establishing a culture that allows mistakes and learning from these mistakes, thus demonstrating a high degree of tolerance despite falling into failure.</b>

**source:** Ahlers, M., & Wilms, M. (2017). Ambidextrous Leadership in Innovation: A multiple case study of innovation leaders on the alignment of opening and closing leader behaviors , p 21

Alghamdi (2018: 3) believes that adopting open behaviors that increase the variance in subordinate behaviors by encouraging subordinates to think in different ways and independently to override existing patterns of thinking, do things differently and experiment with them, and support subordinates' attempts to object to the current situation, and take risks. By following the unlikely paths, and reaching new solutions, in order to find alternative ways to implement the ideas, and this can only be achieved by providing support, support and providing the necessary resources such as time.

The entrepreneurial trend today is positively related to job formulation, and in light of open leadership behaviors, it facilitates the subordinate shift from job description that represents "one size fits all" to individual legislation for the task through autonomy, and gives the subordinate the opportunity to decide for himself when and how to do this work. The employee has the power to modify some aspects of his work and formulate the content and boundaries of his job relations. (Tuan et al., 2019: 7).

#### **B- Closing leadership Behaviors.**

It is a set of behaviors that includes taking corrective actions, setting



guidelines, and monitoring individuals, units, and departments to achieve goals (Coleman, 2016: 37 38; Nan & Jian, 2019: 118). (Ahlers & Wilms, 2017: 16; Zacher & Rosing, 2015: 56) agreed that these behaviors emphasize achieving efficiency and reducing variation in employee

behavior, such as adhering to routine, ensuring that laws are implemented and monitoring the achievement of goals, and taking corrective measures whenever required. . As shown in Table (2)

**Table (2) Behaviors of closed leadership**

Behaviors of closed leadership
<b>Emphasis on reliance on well-trained competencies and routines.</b>
<input type="checkbox"/> Effectively enhancing performance and adherence to the rules.
<input type="checkbox"/> Pre-structured tasks, clearly defining business objectives, developing guidelines, and giving specific instructions on carrying out tasks.
<b>Monitor the achievement of goals.</b>
<input type="checkbox"/> Take corrective action.
<input type="checkbox"/> Perform work according to deadlines, that is, meet deadlines, and adhere to plans.
<b>Accounting for errors and failures.</b>
<b>The pursuit of important and official achievements.</b>
<input type="checkbox"/> Promote firm adherence to hierarchies

**source:** Voigt, T. (2014). Ambidextrous leadership in innovation management processes: exploring the dynamics of opening and closing leadership behaviors at different levels of the Stage-Gate model (Master's thesis, University of Twente) , p 12

**Second: strategic performance**

especially sovereign organizations by translating strategic plans into tangible results, and helping strategic leaders to respond quickly and effectively to unexpected changes. However, it is difficult to frame the concept of strategic performance with a specific definition as a result. The philosophy and interest of

**1- The concept of strategic performance:**

Strategic performance represents the center and essence of strategic management, as it constitutes a decisive choice for organizations in general,

researchers differ, however, the existence of an implicit agreement to express strategic performance as it represents the organization's ability to achieve goals and objectives in the medium and long term.

Strategic performance means the final result of the organization's activity ((Whellen & Hunger: 1998,231)), while (Wright) describes it as the desired results that the organization seeks and works to achieve (Al-Khatib: 2002, 78). And comprehensively reflects the level of the organization's success and its ability to adapt to the environment, growth and continuity, and is represented by performance measures and standards derived from the organization's mission, strategic objectives and various programs at the level of implementation of policies (Saeed, 2005: 41), while Armstrong, 2006: 1 went on (in his definition of strategic performance). It indicates that it is a means of obtaining better results through understanding and managing the performance of the organization, work teams and individuals and by establishing agreed frameworks of planned goals.

While (Idris and Al-Ghalibi, 2007: 47) believes that strategic performance reflects the organization's ability to achieve its long-term goals and the extent of its ability to invest its resources towards achieving the desired goals, while (Al-Mansouri,

2010: 31) believes that "it is the level of success achieved by the organization from During the proper implementation of its strategy. "

According to Walid, 2018: 91, the concept of strategic performance has been presented in different ways among various writers and researchers in the field of strategic management and strategic performance management in particular, by focusing on the financial objectives, to extend to the broader framework of the organization's environment.

#### **Dimensions of strategic performance:**

##### **A- Financial Perspective:**

Financial perspectives are defined as those activities and processes associated with achieving returns, increasing market share, generating cash flows, or those associated with improving operational cost management, and the importance of financial measures lies in playing two basic roles: Determining the expected financial achievement of the strategy, and it represents the ultimate goal of goals and measures. The other three perspectives, and it is very important for business organizations departments to realize at the end that each goal of the other three perspectives in the weighted score card must be linked to achieving one or more goals within the financial perspective, as it

reflects the financial goals through the ability of the organization to achieve satisfaction Shareholders by achieving satisfactory rates of return on their investments.

This perspective emphasizes the provision of accurate and timely financial data. In fact, the process of providing databases has become an easy matter by using communication and information technology, and the excessive attention to focusing on financial data only leads to a kind of imbalance with the rest of the performance evaluation elements. (Bani Hamdan and Idris, 2009: 369-401).

#### **B- Customer perspective:**

According to Kaplan & Norton (1996), customer perspective metrics include the percentage of customer satisfaction, customer retention, profitability of new customers, market share in each of the sectors that the organization serves, and it is important for business organization managers to work to identify the characteristics and characteristics that add value. For customers, choosing the value they want to deliver to the target customers. (Taher, 2019: 121)

#### **C- Internal Process Perspective:**

Under this perspective, managers should work to identify internal processes that are sensitive and critical to the organization.

These processes help them achieve uniqueness of value for their customers, as well as achieve their returns. According to Kotler & Armstrong (1999: 546), this perspective takes into account three cycles:

- Innovation Cycle
- Operation Cycle
- Postal Service Process

As this perspective helps to determine the quality of the internal organizational processes and the extent to which they contribute to satisfying the desires of the consumer, and then contribute to achieving the goals of the organization, and the organization must differentiate between two types of operations. The first is the processes that aim to achieve the goals of the organization and which represent the processes of a strategic nature that affect The performance of the organization in the long term, which is difficult to measure, and the second type represents the auxiliary processes, i.e. the routine organizational processes that are easy to measure. (Taher, 2019: 122)

#### **D- Learning & Growth Perspective:**

It requires the departments of the organization to define the appropriate and necessary infrastructure to properly achieve the strategic objectives of the organization. Learning and growth processes come through three main

sources (people, systems, procedures) in each of the previous perspectives (financial, customers, internal processes), so managers can identify the gap between the available resources of the organization and those needed to achieve long-term goals and success, and the only way to bridge the gap (investing in the human element) is through training employees and creating an organizational culture that supports the values of innovation and innovation. It is an intellectual capital through which the organization aims to achieve competitive advantage, and these perspectives are logically interconnected (Zayed, 2004: 5),

as the outputs of each perspective represent the inputs of the following perspective, so learning and organizational growth leads to an increase in the organization's ability to form a group of workers willing to work, It is logical that this leads to an increase in the organization's ability to improve the performance of internal processes, leading to a high degree of customer satisfaction. This counterpart satisfaction will be reflected in improved financial performance. Table (3) illustrates the correlation process between the four perspectives. (Taher, 2019: 123).

**Table (3) The interconnection process between the four perspectives of the Balanced Scorecard**

Potential impact	Perspective
Intellectual capital is the basis for every organized innovation and innovation process	<b>Learning and growth</b>
Distinguished human forces directly contribute to improving performance	<b>Internal processes</b>
Improving the performance of internal processes to achieve customer satisfaction	<b>the customer</b>
Achieving customer satisfaction leads to the achievement of the planned financial results	<b>Financial</b>

### Practical framework

The researcher finds the availability of the four dimensions with relative interest and relative agreement about that availability, which supports the availability of strategic performance practice in the Ministry of Foreign Affairs with an arithmetic mean (3.66) available, and it is practiced with relative interest (73.2%), with relative agreement (73.7%), and with a relative difference coefficient (16.3%). The

Ministry's ownership of a performance that employs human, material, financial and informational resources as well as time in a good way, in a manner that guarantees the Ministry of Foreign Affairs the achievement of long-term strategic goals. The second order was the share of strategic performance, according to the agreement shown by the sample regarding its availability and practice in the ministry, as shown in the results of Table (4).

**Table (4) The level of emergence of research variables n = 146**

Arrangement	Coefficient of variation	Relative importance	standard deviation	Arithmetic mean	Variables	ت
<b>First</b>	<b>14%</b>	<b>75.2%</b>	<b>0.544</b>	<b>3.76</b>	Consummate leadership	<b>1</b>
<b>Second</b>	<b>16.3%</b>	<b>73.2%</b>	<b>0.598</b>	<b>3.66</b>	Strategic performance	<b>2</b>

Table (5) shows a model of the effect of the independent variable, the behavior of skilled leadership in the Ministry of Foreign Affairs in the approved variable (strategic performance) under the level of significance ( $\text{sig} = 0.001$ ).

Table (5) The influencing relationships of adept leadership behaviors in strategic

The independent dimension is open leadership behaviors							Supported variables
F	Sig	T	A	B	R <sup>2</sup>	R	
10.903	.001	3.302	3.177	.172	.070	.265	Financial dimension
.237	.627		3.515	.014	.002	.041	Customer satisfaction
19.074	.000	4.367	3.045	.380	.117	.342	Internal processes
14.650	.000	3.828	2.526	.419	.092	.304	Learning and growth
18.107	.000	4.255	3.566	.239	.112	.334	Strategic performance
The independent dimension Behaviors of closed leadership							
2.215	.139	1.488	3.191	.091	.015	.123	Financial dimension
2.372	.126	1.540	3.765	.051	.016	.127	Customer satisfaction
4.518	.035	2.126	3.480	.221	.030	.174	Internal processes
10.646	.001	3.263	2.547	.412	.069	.262	Learning and growth
4.926	.028	2.219	3.246	.148	.033	.182	Strategic performance
Independent variable consummate driving behaviors							
12.363	.001	3.516	3.542	.229	.079	.281	Strategic performance

performance and its dimensions n = 146 at the level of leaders

## THE FOURTH AXIS: CONCLUSIONS AND RECOMMENDATIONS

### First: the conclusions

1. Foreign Ministry leaders focus on intelligent leadership practices through their tendency towards closed leadership at the expense of open leadership practices, especially by adopting their employees to accomplish their tasks on their own and encouraging them to teach their subordinates when assigning tasks to them with the aim of achieving within the specified time and accurately.
2. The subordinate category emphasizes the existence of a skilled leadership practice in the ministry through its inclination very little towards closed leadership at the expense of open leadership practices.
3. The first research sample from the leadership of the ministry and the second research sample from subordinates see that the Ministry of Foreign Affairs has the ability to carry out its tasks and duties through the physical dimension, especially through the financial allocations it obtains from the general budget, represented by administrative and investment expenses.
4. The Ministry showed interest in its internal and external customers alike by urging its members to understand the

problems facing its customers and work to solve them quickly and accurately, and to provide services to its customers with skill and high efficiency.

### Second: Recommendations

1. Work to develop the leadership skills of the employees of the candidate ministry to occupy leadership positions in how to deal with the contradiction in the requirements of traditional activities and those related to research and development activities by organizing specialized training courses for them in this field.
2. The Ministry of Foreign Affairs should employ and attract intellectual and cognitive competencies and experiences without regard to gender, in addition to adopting a method that enhances higher academic qualification, experience and specialization through the job replacement system.
3. Focusing on attracting holders of higher degrees from the specializations related to the Ministry of Foreign Affairs in the new appointments in the ministry.
4. Commitment to career progression and years of service in the career path for jobs in the Ministry of Foreign Affairs, to ensure that those with accumulated experience reach senior leadership positions in the ministry.

## REFERENCES

1. Ahlers, M., & Wilms, M. (2017). Ambidextrous Leadership in Innovation: A multiple case study of innovation leaders on the alignment of opening and closing leader behaviors
2. Alghamdi, Faris. "Ambidextrous Leadership, Ambidextrous Employee, and the Interaction Between Ambidextrous Leadership and Employee Innovative Performance." *Journal of Innovation and Entrepreneurship*. 7.1 (2018):
3. Coleman, Nancy J. (2016). An Exploration of the Role of Leadership Behaviors and Ambidexterity in Online Learning Units (Doctoral dissertation, The George Washington University).
4. Cunha, M. P. E., Fortes, A., Gomes, E., Rego, A., & Rodrigues, F. (2016). Ambidextrous Leadership, Paradox and Contingency: Evidence from Angola. *The International Journal of Human Resource Management*, 30(4), 702-727.
5. Gibson, C. B., & Birkinshaw, J. (2004). The Antecedents, Consequences, and Mediating Role of Organizational Ambidexterity. *Academy of Management Journal*, 47(2), 209-226
6. Luo, Biao, et al., (2016) "Ambidextrous Leadership and TMT-Member Ambidextrous Behavior: the Role of TMT Behavioral Integration and TMT Risk Propensity." *The International Journal of Human Resource Management* 29.2 : 338-359.
7. Mahabir, S. (2008). The Association Between Ambidexterity, Strategic Orientation and Business Performance in the Financial Services (banking) Sector (Doctoral dissertation, University of Pretoria).
8. Nan, Hou, Jian, Peng,(2019), Emergence, Active Execution and Job Performance, *Journal of Psychology*, Vol. 51, No.1, 117-127
9. Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the Heterogeneity of the Leadership-Innovation Relationship: Ambidextrous Leadership. *The Leadership Quarterly*, 22(5), 956-974
10. Taher Al-Ghalibi and Ali Al-Maliki. Building an integrated system for strategic planning and measuring its impact on strategic performance from the perspective of the balanced scorecard. *Journal of Economic Sciences*. Pp. 92--118. For the year 2018, Issue 49, Volume 12
11. Tuan, Luu Trong, Khai, Dinh Cong, Qian, David,(2019), Ambidextrous Leadership, Entrepreneurial Orientation, and Job Crafting: The Moderating Role of Organizational Social Exchange, Iowa State University.
12. Voigt, T. (2014). Ambidextrous leadership in innovation management processes: exploring the dynamics of opening and closing leadership behaviors at different levels of the Stage-Gate model (Master's thesis, University of Twente)



13. Volberda, H. W., van den Bosch, F. A., Flier, B., & Gedajlovic, E. R. (2001b). Following the herd or not?: Patterns of Renewal in the Netherlands and the UK. *Long Range Planning*, 34(2), 209-229.
14. Zacher, H., & Rosing, K. (2015). Ambidextrous Leadership and Team Innovation. *Leadership & Organization Development Journal*, 36(1), 54-68.
15. Zheng, J., Wu, G., Xie, H., & Xu, H. 2017. Ambidextrous Leadership and Sustainability-Based Project Performance: The Role of Project Culture. *Sustainability*.

