

Enhancing SME Performance Through Vision-based Leadership: An Empirical Study

Sooksan Kantabutra (E-mail:sooksan.k@cmmu.net), College of Management, Mahidol University, Bangkok.

Gayle C. Avery (E-mail:gayle.avery@gsm.mq.edu.au), the Macquarie Graduate School of Management, Sydney.

Abstract

Surprisingly little research has been conducted on what characterizes “effective” visions, and yet leaders, particularly in the entrepreneurship literature, are widely exhorted to employ visions. A research model was tested in retail SMEs to investigate relationships between seven literature-derived vision attributes (of brevity, clarity, future orientation, stability, challenge, abstractness, and desirability or ability to inspire) and content (of customer and staff satisfaction imageries), and performance, as measured by customer and staff satisfaction, in Sydney, Australia. In testing the model, literature-derived Store Manager, Staff and Organizational Factors were simultaneously taken into account, making the measurement model comprehensive.

Findings endorse the importance of espousing a vision characterized by the seven attributes, while vision content was not found to be significant. The Store Manager and Staff Factors were also found to significantly impact retail SME performance. The Organizational Factor was not found to have any significant relationship with retail SME performance.

Enhancing SME Performance Through Vision-based Leadership: An Empirical Study

In a fast-changing world, the question is what kind of leadership is needed for organizations, particularly small and medium-sized enterprises (SMEs), to survive and remain competitive. To many scholars, leadership with vision as a core component is the answer (Bass, 1990; Conger, 1991; Conger & Kanungo, 1987; Tichy & Divanna, 1986). In the entrepreneurship and business strategy literature, the essence of vision and its impact on business performance has been emphasized (e.g. Bird, 1992; Fillion, 1988; Isenberg, 1987; Mendall & Gerguoy, 1984). Fillion (1988), for example, found that new venture vision content included imagery about products, markets, and organizations that were a function of the stage of venture development. He determined that the vision process depended on an entrepreneur's values and energy.

In general, vision has been studied as part of a blend of charismatic leadership in a wide variety of samples and industries, predominantly at the individual level rather than at the business-unit and organizational levels. Generally positive findings between visionary leadership and individual follower performance, attitudes, and perceptions have been reported, with no published studies reporting a negative relation between charismatic/visionary leadership and individual performance.

At the business-unit level, two studies on corporate managers (Barling, Weber, & Kelloway, 1996; Howell & Avolio, 1993) reported significant relationships between charismatic leadership and performance. At the organizational level, a major study in entrepreneurial firms found positive relationships between characteristics of CEO visions and venture growth, as measured by sales, profits, employment, and net worth, thereby supporting the view that vision is critical to broader organizational success (Baum, Locke, & Kirkpatrick, 1998).

In terms of vision components, the major study by Baum *et al.* (1998) is also the first study investigating relationships between vision attributes and content, and entrepreneurial firms' performance. It was found that vision attributes of brevity, clarity, future orientation, stability, challenge, abstractness, desirability or ability to inspire and vision content of venture growth imagery impacted venture growth both directly and indirectly, through communicating the vision.

In general, examining what constitutes an effective vision has been little studied. Yet this is critical to researchers and practitioners who wish to understand the relationship between visionary leadership and organizational performance, particularly in small and medium-sized enterprises. Most research into vision has generally focused on four aspects: development, articulation, communication, and implementation of the vision (e.g. Nanus, 1992; Quigley, 1993; Robbins & Duncan, 1988; Sashkin, 1992; Wall, Solum, & Sobol, 1992; Westley & Mintzberg, 1989). In particular, no published studies have linked characteristics of visions specifically to retail SME performance.

This paper addresses some key issues in developing a vision, and tests a research model investigating "effective" vision components in the Australian retail SMEs. Methodology, findings, future research directions, and managerial implications are also discussed.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

Vision Components

The section defines the term “vision”. Two vision components of vision attributes and content suggested in the literature, and their operational definitions are also discussed.

Defining Vision

Research into vision is complicated by the fact that the concept of vision is not clearly defined in the leadership, business strategy, and entrepreneurship literature, with definitions ranging from a goal-oriented mental construct (Seeley, 1992) to a force field whose formative influence leaders can use to create a power, not a place (Wheatley, 1999). Avoiding the confusing definitional issue altogether, Baum *et al.* (1998) opted to define the term vision as each leader defines it, arguing that it is the leader’s actual vision that guides his/her choices and actions. This pragmatic definitional approach is adopted in this study for two main reasons. First, each leader develops a vision in his/her own way, sometimes rationally and objectively, often intuitively and subjectively (Nanus, 1992). Second, visionary leadership can vary in the leader’s style, the content of the leader’s vision, and the context in which it takes root (Westley & Mintzberg, 1989). Thus, in investigating any relationships between leader vision and organizational performance, it is essential to consider the visionary tools that the leader employs, rather than a possibly unrelated theoretical definition. Baum *et al.*’s (1998) approach of adopting what individual leaders regard as a vision offers a pragmatic way around the definitional confusion in the vision literature.

Vision Attributes

Though many leadership and business strategy theorists have postulated different attributes of vision, some commonly shared attributes can be identified in the leadership, business strategy and entrepreneurship theories. Common attributes include: *brevity* (Baum *et al.* 1998; Locke, Kirkpartick, Wheeler, Schneider, Niles, Goldstein, Welsh, & Chah, 1991), *clarity* (Baum *et al.*, 1998; Jacobs & Jaques, 1990; Locke *et al.*, 1991; Nanus, 1992; Sashkin, 1988; Sims & Lorenzi, 1992; Williams-Brinkley, 1999), *future orientation* (Baum *et al.*, 1998; Jacobs & Jaques, 1990; Kotter, 1990; Lipton, 1996; Locke *et al.*, 1991; Senge, 1990; Williams-Brinkley, 1999), *stability* (Baum *et al.*, 1998; Locke *et al.*, 1991), *challenge* (Baum *et al.*, 1998; Locke *et al.*, 1991; Nanus, 1992; Sashkin, 1988; Sims & Lorenzi, 1992), *abstractness* (Baum *et al.*, 1998; Locke *et al.*, 1991), and *desirability or ability to inspire* (Baum *et al.*, 1998; Locke *et al.*, 1991; Sashkin, 1988; Sims & Lorenzi, 1992; Williams-Brinkley, 1999). These commonly-shared attributes were tested in this study.

The seven vision attributes used in this study are defined as follow: (a) brevity is the degree to which a vision statement contains 11-22 words; (b) clarity is the degree to which a vision statement directly points at a prime goal it wants to achieve with a clearly-indicated timeframe; (c) abstractness is the degree to which a vision statement is not a one-time goal that can be met, and the vision is discarded; (d) challenge is the degree to which a vision statement motivates members to try their best to achieve a desirable outcome; (e) future orientation is the degree to which a vision statement indicates the long-term perspective of the organization and the environment in which it functions; (f) stability is the degree to which a vision statement is unlikely to be changed by any market or technology change; (g) desirability or ability to inspire is the degree to which a vision statement states a goal and how the goal directly benefits staff.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

Vision Content

A successful strategic vision appears to take into account industry, customers, and an organization's specific competitive environment in identifying an innovative competitive position in the industry (Pearson, 1989), ideally differentiating the content across visionary organizations (Collins & Porras, 1994). For example, in the entrepreneurship context, growth is a key content focus (e.g. Bird, 1992; Carriere, 1989; Gartner, Bird, & Starr, 1992), because an entrepreneur's leading role is to create jobs and expand their markets (Kuratko & Welsch, 1994; Timmons, Smollen, & Dingee., 1990). Customer and staff satisfaction imageries were adopted as vision content in this study, instead of growth imagery, because it was expected that the more store managers imagined about satisfying customers and staff, the higher the organizational performance would be.

Vision content used in this study is defined as follow: (a) customer satisfaction imagery is the degree to which a vision statement contains reference to increasing customer satisfaction and a specific level it wants to increase; (b) staff satisfaction imagery is the degree to which a vision statement contains reference to increasing staff satisfaction and a specific level it wants to increase.

Realizing Factors

Three groups of intervening factors to the visionary process can be derived from the literature: Store Manager, Staff, and Organizational Factors. These factors are reported in the literature as necessary for realizing a vision. Operational definitions for each factor are also discussed respectively below.

Store Manager Factor

The *Store Manager Factor* includes variables of vision communication (e.g. Bass, 1985; Bennis & Nanus, 1985; Conger & Kanungo, 1987, 1988), passion for vision (e.g. Kotter, 1996; Nanus, 1992), behavioral consistency (e.g. Bennis, 1984; Conger & Kanungo, 1988; Lipton, 1996), organizational alignment (e.g. Conger & Kanungo, 1988; Kotter, 1990; Kouzes & Posner, 1987), ability to exercise authority to implement vision plans (e.g. Bass, 1985; Bennis & Nanus, 1985), empowerment (e.g. Conger & Kanungo, 1987; Cowley & Domb, 1997) and motivation (e.g. Awamleh & Gardner, 1999; Bass, 1985).

The Store Manager Factor variables are defined as follows: (a) vision communication is the degree to which a store manager communicates his/her vision via spoken, written, and technology-mediated channels; (b) passion for vision is defined as the degree to which a store manager is passionate about his/her vision; (c) behavioral consistency is defined as the degree to which a store manager acts consistently with his/her vision; (d) organizational alignment is the degree to which a store manager aligns people and supporting systems to suit his/her vision; (e) ability to exercise authority is the degree to which a store manager feels constrained to exercise his/her authority in implementing his/her vision; empowerment is the degree to which a store manager empowers his/her staff; and (f) motivation is the degree to which a store manager motivates his/her staff.

Staff Factor

The *Staff Factor* includes variables of vision guiding (e.g. Conger & Kanungo, 1988; Lipton, 1996), shared vision (e.g. Reardon, 1991) and emotional commitment to the vision (e.g. Collins & Porras, 1994; Lipton, 1996).

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

The Staff Factor variables are defined as follows: (a) vision guiding is the degree to which a staff member uses his/her store manager's vision to guide daily operations; (b) shared vision is the degree to which staff personal visions are similar to their store manager's vision; and (c) emotional commitment is the degree to which a staff member is emotionally committed to the store manager's vision.

Organizational Factor

The *Organizational Factor* includes variables of financial and staff support (e.g. Cowley & Domb, 1997; Kouzes & Posner, 1987; Locke *et al.*, 1991).

The Organizational Factor variables are defined as follows: (a) financial support is the degree to which a store manager has received additional financial support in implementing his/her vision plan; (b) staff support is the degree to which a store manager has received additional staff support in implementing his/her vision plan.

Performance Measures

Staff satisfaction has been widely cited as an important performance indicator in various business organizations (e.g. Anderson, 1984; Barbin & Boles, 1996; Tompkins, 1992; van Dyck, 1996; Yeung & Berman, 1997), as has customer satisfaction (e.g. Bird, 1995; Sitzia & Wood, 1997). Therefore, they were adopted as two critical performance measures for this study.

Staff and customer satisfaction variables are defined as follows: (a) staff satisfaction is the degree to which a staff member is satisfied with his/her job as measured by pay, fringe benefits, autonomy, task requirements, staff policies, interaction, professional status, guidance, co-workers, recognition, and career advancement (Slavitt, Stamps, Piedmont, & Hasse, 1986); (b) customer satisfaction is the degree to which a customer is satisfied with overall store services as measured by staff availability, friendliness, decoration, presentation of goods, cleanliness, quality of goods, richness of choice, waiting time for checkout, payment methods, price labeling, special offers and sales, shopping hours, prices, and shelf/rack layout (Hackl, Scharitzer, & Zuba, 2000).

The following hypotheses were developed and tested accordingly.

- H₁: The vision attributes of brevity, clarity, abstractness, challenge, future orientation, stability, and desirability or ability to inspire are significantly associated with customer and staff satisfaction, taking into account the intervening variables of Store Manager, Staff, and Organizational Factors
- H₂: The vision content of customer and staff satisfaction imageries are significantly associated with customer and staff satisfaction, taking into account the intervening variables of Store Manager, Staff, and Organizational Factors

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

Research Methodology

Population & Sample

The population from which samples were drawn was apparel stores in Sydney, Australia. Apparel stores refer to stores that sell brand-new, finished clothing products for individual use. Clothing products include blazers, pants, jeans, chinos, shorts, shirts, polos, tees, sweaters, outerwear, underwear, sleepwear, and skirts, but exclude shoe and accessories. The population stores can be a branch of a parent company or a company on its own. However, all stores have their own identity, that is, having their own clearly-defined store area confined by walls. Each store manager can arrange/decorate/organize his/her store the way he/she wishes. Three sub-populations of store manager, staff and customers were identified.

Store Managers refer to full-time store leaders who manage their own stores and are stationed at their stores daily. Only stores with a full-time manager participated in the study because the study referred to the influence of one store manager's vision. Staff refers to employees working under the store managers. Customers are individuals who visited the stores under the store managers' management and were observed buying a product or service.

One hundred and eleven store managers (100%), 148 staff members (44%), and 214 customers (64%) participated in this study. Store managers on average had been with the stores for 3 years. Sample stores had an average of 6 staff members in total. On average, each store had 2 full-time staff members, 2 part-time staff members, and 4 casual staff members. Staff members were full-time, part-time, and casual (30%, 23%, 47%) respectively, and on average, had been with their stores for 2.6 years. Among the 111 stores, 81 store managers reported having a vision.

Separate 9-point-scale questionnaires were used to collect data from store manager, staff and customer respondents. The regression method was used in this study by testing the five independent variables of vision attributes and content, Store Manager, Staff, and Organizational Factors against the two dependent variables of customer and staff satisfaction, one at a time, at the 5% significance level.

Findings & Future Research Directions

The averaged total vision attributes score was 12.9 (± 9.23), while the averaged vision content score was 1.4 (± 2.08). The averaged customer and staff satisfaction scores are 95 (± 15.35) and 75.7 (± 15.03) respectively. The averaged Store Manager Factor, Staff Factor, and Organizational scores are 108.8 (± 15.85), 23.2 (± 4.16), and 4.2 (± 3.14) respectively. The following sections discuss the findings on vision, and the Store Manager, Staff, and Organizational Factors.

Vision

Findings in this present study confirm the importance of espousing a vision claimed in the literature. It was found in the regression analysis that vision attributes domain of brevity, clarity, abstractness, challenge, future orientation, stability, and desirability or ability to inspire had a significant, indirect relationship with customer satisfaction, while individually the vision clarity attribute was significantly associated with customer satisfaction. It was further found that visions characterized by the

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

seven attributes had a significant, direct relationship with staff satisfaction. However, unlike customer satisfaction, no individual vision attribute was significantly associated with staff satisfaction.

The regression findings confirm the significant relationships found between vision attributes and organizational performance in the study of entrepreneurial firms by Baum *et al.* (1998), lending support to the vision attributes assertions discussed earlier. In particular, the direct effect from the vision attributes on organizational performance as measured by staff satisfaction is consistent with a similar direct effect finding on organizational performance as measured by venture growth among entrepreneurs (Baum *et al.*, 1998). These findings on the importance of vision attributes also lend support to previous research suggesting that vision was an identifiable and measurable construct in Australian small firms (French, Kelly, & Harrison, 2001).

The significance of vision clarity supports many authors who asserted that effective visions should have clarity because the degree of clarity influences how well a vision is understood and accepted (e.g. Jacobs & Jaques, 1990; Locke *et al.*, 1991), and how to get the right thing done in an organization (e.g. Conrad, 1990; Pace & Faules, 1989). Another view gaining support from the vision clarity finding is that a lack of clear vision was a major reason for declining effectiveness of many organizations in the 1970s and 1980s (Bennis & Nanus, 1985), possibly because a clear vision of what an organization could accomplish or become helps employees understand the purpose, objectives, and priorities in the organization (Yukl, 1998).

The significant relationships found between vision attributes domain, and customer and staff satisfaction indeed suggest that stores with no vision performed significantly worse in terms of customer and staff satisfaction. This was taken into account in the regression analysis by assigning zero vision attributes scores to those stores that reported having no vision.

Other vision attributes are less commonly agreed, but may be worthy of further investigation into their possible effects on organizational performance. These attributes include, for example, “understood” and “direct effort” (Nanus 1992), “truly radical” (Trice & Beyer, 1986), “focus” (Jacobs & Jaques, 1990), and “risk propensity” (Forward, Beach, Gray, & Quick, 1991; Hitt & Taylor, 1991).

The regression analysis does not lend support to the vision content assertions discussed earlier. Customer and staff satisfaction imageries were not found to be significantly associated with customer and staff satisfaction. This non-significant relationship might be attributed to the fact that most reported vision statements (64%) did not contain reference to either customer or staff satisfaction imageries. When the researcher analyzed only those stores with visions containing customer and staff satisfaction imageries, the non-significant relationship still persisted. However, this cannot be immediately interpreted to mean that there is no relationship between customer and staff satisfaction imageries, and customer and staff satisfaction, because apart from a lack of data on these two imagery items, a significant correlation was found between the two vision imageries and customer satisfaction. This association implies that vision content might have an effect on customer satisfaction, but it is conceivable that the effect was completely masked by the effect of vision attributes in the regression analysis.

As a consequence, future research could investigate the effects of customer and employee satisfaction imageries, and other vision content components suggested in the literature, on SME performance. Since the content of a vision may focus on products, services, markets, organizations, or even ideas (Westley & Mintzberg, 1989), there is plenty of scope for future research.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

Visionary leadership appears to be universally recognized, for a major study conducted across 62 cultures found that several attributes reflecting visionary leadership were universally endorsed as contributing to outstanding leadership (Den Hartog, House, Hanges, & Ruiz-Quintanilla, 1999), and vision content needs to accommodate cultural diversity (Drath, 2001). Given that both the study by Baum *et al.* (1998) and this present study examined vision components in the Western context, it would be interesting to examine whether a vision, as a fundamental attribute of effective leadership, with the seven attributes and various culture-specific content can be effective across different cultures. This is particularly important in the present increasingly global world.

Store Manager Factor

Overall, the results indicated that the Store Manager Factor and vision attributes domain had significant, direct associations with staff satisfaction. However, the Store Manager Factor was not found to have any significant association with customer satisfaction in the regression analysis, possibly because store managers are less likely to have a direct contact with customers. Therefore, the impact of a store manager on customer satisfaction may be indirect, through staff members who use the store manager's vision to guide their daily operations, share the store manager's vision, and are emotionally committed to the vision. This indirect impact on customer satisfaction is discussed in the following Staff Factor section.

Overall, charismatic and transformational leadership theories have overall gained support from the Store Manager Factor findings (Bass, 1985; Bennis & Nanus, 1985; Conger & Kanungo, 1987; House, 1977; Kouzes & Posner, 1987; Locke *et al.*, 1991; Tichy & Devanna, 1986; Kirkpatrick & Locke, 1996). This stems from these theories emphasizing the positive impact of vision-based leaders on their followers, which is largely reflected in the Store Manager Factor findings. The view that vision is a fundamental attribute of effective leadership and the basis of one's power to lead (Kouzes & Posner, 1987; Quigley, 1993) is also endorsed.

Although this study pinpoints the importance of the Store Manager Factor in retail SMEs, how store managers communicate their vision, become passionate about their vision, behave consistently with their vision, exercise authority to turn their vision into reality, align organizational systems to suit their vision, and empower and motivate staff is still little understood. Future research may want to explore this process-related aspect of vision-based approach to leadership further.

Staff Factor

Overall, the regression findings on Staff Factor indicated that, although Staff Factor had a significant relationship with both customer and staff satisfaction, the Store Manager Factor was more important to staff satisfaction than the Staff Factor. Although the Staff Factor was significantly associated with staff satisfaction, the effect of the Staff Factor was masked by the effects of the vision attributes domain and the Store Manager Factor. The significant effect of the Staff Factor on customer satisfaction was also masked fully when the Store Manager, Organizational, and Staff Factors were taken into account, although none of these variables was significant.

Although the significant role of staff in enhancing organizational performance has been pointed out, how staff members use vision to guide their operations, become emotionally committed, and share their store manager's vision still needs further investigation.

Organizational Factor

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

The Organizational Factor was not significantly associated with customer and staff satisfaction in the regression analysis, contradicting the view in the literature that visionary leaders acquire support for the vision from relevant stakeholders (e.g. Cowley & Domb, 1997; Kouzes & Posner, 1987; Locke *et al.*, 1991; Nanus, 1992). However, this non-significant effect might be due to the fact that only 56 stores out of 110 reported having a vision implementation plan, and only 14 and 15 stores out of the 56 stores reported needing additional financial and staff support for their vision implementation plan respectively. Another possible reason for the lack of significance here, is that the sample comprised simple, small organizations, which may not always need additional finance and staff support for implementing a vision, unlike in larger, complex organizations. Therefore, the effects of the Organizational Factor may have been limited by the reported data.

Since (a) many authors asserted that visionary leaders acquire support for the vision and authority for changes regarding necessary organizational alignment from both internal and external stakeholders (e.g. Cowley & Domb, 1997; Kouzes & Posner, 1987; Locke *et al.*, 1991; Nanus, 1992), and financial as well as human resources must also be committed in the visionary process (Sashkin, 1985); (b) the study has a data limitation on the Organizational Factor; and (c) staff support was significantly correlated with staff satisfaction; the claimed relationships between management support, and customer and staff satisfaction still need more research.

Managerial Implications and Conclusion

Since the significance of vision attributes is supported by the findings from both customer and staff satisfaction, store managers should develop a vision characterized by the seven attributes to enhance their organizational performance via customer and staff satisfaction. The store managers should pay special attention to the clarity attribute since it was found to have a significant relationship with customer satisfaction. In addition, store managers should be passionate about their vision, communicate their vision to promote change, behave consistently with their vision, exercise their authority to turn their vision into reality, align organizational systems to suit their vision, and motivate and empower their staff to enhance organizational performance.

To enhance organizational performance via customer and staff satisfaction, staff members should use their store manager's vision to guide their daily operations, be emotionally committed to their store manager's vision, and share their store manager's vision. Staff emotional commitment and shared vision, in particular, are most critical to organizational performance because they were significantly correlated with both customer and staff satisfaction.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

References

- Anderson, C. H. 1984. Job design: employee satisfaction and performance in retail stores. *Journal of Small Business Management*, 22(4): 9-16.
- Awamleh, R., & Gardner, W. 1999. Perceptions of leader charisma and effectiveness: The effects of vision content, delivery, and organizational performance. *Leadership Quarterly*, 10(3): 345-373.
- Barbin, B. J., & Boles, J. S. 1996. The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1): 57-75.
- Barling, J., Weber, T., & Kelloway, E. K. 1996. Effects of transformational leadership training on attitudinal and financial outcomes: A field experiment. *Journal of Applied Psychology*, 81: 827-832.
- Bass, B. M. 1985. *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Bass, B. M. 1990. *Bass & Stogdill's Handbook of Leadership: Theory, Research, & Managerial Applications* (3rd ed.). New York: Free Press.
- Baum, I. R., Locke, E. A., & Kirkpatrick, S. A. 1998. A longitudinal study of the relation of vision and vision communication to venture growth in entrepreneurial firms. *Journal of Applied Psychology*, 83: 43-54.
- Bennis, W. G., & Nanus, B. 1985. *Leaders: The Strategies for Taking Charge*. New York: Harper & Row.
- Bird, A. 1995. Performance measurement for the financial services industry. *Community Banker*, 1(5): 7-10.
- Bird, B. 1992. The operation of intentions in time: The emergence of the new venture. *Entrepreneurship Theory and Practice*, 17: 11-20
- Carriere, J. B. 1989. Strategic vision: An empirical study. *Paper presented at the fourth annual conference of the International Council for Small Business*, Windsor, Ontario, Canada.
- Collins, J. C., & Porras, J. I. 1994. *Built to Last: Successful Habits of Visionary Companies*. Century: London.
- Conger, J. A. 1991. Inspiring others: the language of leadership. *Academy of Management Executive*, 5(1): 31-45.
- Conger, J. A., & Kanungo, R. N. 1987. Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12: 637-647.
- Conger, J. A., & Kanungo, R. N. 1988. *Charismatic Leadership: The Elusive Factor in Organizational Effectiveness*. San Francisco, CA: Jossey-Bass.
- Conrad, C. 1990. *Strategic Organizational Communication: An Integrated Perspective*. Orlando, FL: Harcourt Brace Jovanovich College Publishers.
- Cowley, M., & Domb, E. 1997. *Beyond Strategic Vision*. Boston: Butterworth-Heinemann.
- Den Hartog, D. N. & Verburg, R. M. 1997. Charisma and rhetoric: Communicative techniques of international business leaders. *Leadership Quarterly*, 8: 355-391.
- Drath, W. H. 2001. *The Deep Blue Sea: Rethinking the Source of Leadership*. San Francisco, CA: Jossey-Bass.
- Filion, L. J. 1988. *The strategy of successful entrepreneurs in small business: Vision, relationships and anticipatory learning*. Unpublished doctoral dissertation, University of Lancaster, England.
- Forward, G. E., Beach, D. E., Gray, D. A., & Quick, J. C. 1991. Mentofacturing: A vision for American industrial excellence. *Academy of Management Executive*, 5(3): 32-44.
- French, S. N., Kelly, S. J., & Harrison, J. L. 2001. Operationalising Vision and Mission. *Journal of the Australian and New Zealand Academy of Management*, 7(2): 30-40.
- Gartner, W. B., Bird, B. J., & Starr, J. 1992. Acting as if: Differentiating entrepreneurial from organizational behavior. *Entrepreneurship Theory and Practice*, 16: 13-30.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

- Hackl, P., Scharitzer, D., & Zuba, R. 2000. Customer satisfaction in the Austrian food retail market. *Total Quality Management*, 11(7): S999-S1006.
- Hitt, M. A. & Tyler, B. B. 1991. Strategic decision models: Integrating different perspectives. *Strategic Management Journal*, 12(5): 327-351.
- House, R. J. 1977. A 1976 theory of charismatic leadership. In J. G. Hunt, & L. L. Larson (Eds.), *Leadership: The Cutting Edge* (pp. 189-207). Carbondale: Southern Illinois University Press.
- Howell, J. M., & Avolio, B. J. 1993. Transformational leadership, transactional leadership, locus of control, and support for innovation: Key predictors of consolidated-business-unit performance. *Journal of Applied Psychology*, 78: 891-902.
- Isenberg, D. J. 1987. The tactics of strategic opportunism. *Harvard Business Review*, March-April: 92-97.
- Jacobs, T. O., & Jaques, E. 1990. Military executive leadership. In K. E. Clark, & M. B. Clark (Eds.), *Measures of Leadership* (pp. 281-295). West Orange, NJ: Leadership Library of America.
- Kirkpatrick, S. & Locke, E. 1996. Direct and indirect effects of three core charismatic leadership components on performance and attitudes. *Journal of Applied Psychology*, 84(1): 36-51.
- Kotter, J. P. 1990. *A Force for Change: How Leadership Differs from Management*. New York: Free Press.
- Kouzes, J. M., & Posner, B. Z. 1987. *The Leadership Challenge: How to get Extraordinary Things Done in Organizations*. San Francisco: Jossey-Bass.
- Kuratko, D. F., & Welsch, W. P. 1994. *Entrepreneurial Strategy: Text and Cases*. Fort Worth, TX: Dryden Press.
- Larwood, L., Falbe, C. M., Kriger, M. R., & Miesling, P. 1995. Structure and meaning of organization vision. *Academy of Management Journal*, 85: 740-769.
- Lipton, M. 1996. Demystifying the development of an organizational vision. *Sloan Management Review*, 37(4): 83-91.
- Locke, E. A., Kirkpatrick, S., Wheeler, J. K., Schneider, J., Niles, K., Goldstein, H., Welsh, & Chah, D. O. 1991. *The Essence of Leadership*. New York: Lexington Books.
- Mendall, J. S. & Gerguoy, H. G. 1984. Anticipatory management or visionary leadership: A debate. *Management Planning*, 33(November-December): 28-31.
- Nanus, B. 1992. *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*. San Francisco, CA: Jossey-Bass.
- Pace, R. W. & Faules, D. F. 1994. *Organizational Communication (3rd ed.)*. Englewood Cliffs, New Jersey: Prentice Hall.
- Pearson, A. E. 1989. Six basics for general managers. *Harvard Business Review*, 67(4): 94-101.
- Quigley, J. V. 1993. *Vision: How Leaders Develop it, Share it, and Sustain it*. New York: McGraw-Hill.
- Reardon, K. K. 1991. *Persuasion in Practice*. Newbury Park, California: Sage.
- Robbins, S. R., & Duncan, R. B. 1988. The role of the CEO and top management in the creation and implementation of strategic vision. In D. C. Hambrick (Ed.), *The Executive Effect: Concepts and Methods for Studying Top Managers* (p. 137-162). Greenwich, CT: JAI Press.
- Sashkin, M. 1985. Creating a corporate excellence culture: Identifying levers and how to use them. *Emprender* (Spanish; Mendoza, Argentina), 21(145): 36-39.
- Sashkin, M. 1988. The visionary leader. In J. A. Conger, & R. N. Kanungo (Eds.), *Charismatic Leadership: The Elusive Factor in Organizational Effectiveness* (p. 122-160). San Francisco: Jossey-Bass.
- Sashkin, M. 1992. Strategic leadership competencies: An introduction. In R. L. Phillips, & G. Hunt (Eds.), *Strategic Leadership: A Multiorganization-level Perspective*, (p. 139-160), Westport, CT: Quorum.

16th Annual Conference, 2003
Small Enterprise Association of Australia & New Zealand
Victoria, Australia

- Seeley, D. S. 1992. Visionary leaders for reforming public schools. *Paper presented at the Annual Meeting of the American Educational Research Association*. San Francisco, CA.
- Sims, H. P., Jr., & Lorenzi, P. 1992. *The New Leadership Paradigm: Social Learning and Cognition in Organizations*. Newbury Park, CA: Sage.
- Sitzia, J., & Wood, N. 1997. Customer satisfaction: A review of issues and concepts. *Social Science Medical*, 45(12): 1829-43.
- Slavitt, D., Stamps, P., Piedmont, E., & Hasse, A. 1986. *Index of work satisfaction*. MI: University of Michigan Press.
- Tichy, N. M., & Devanna, M. A. 1986. *The Transformational Leader*. New York: Wiley.
- Timmons, J. A., Smollen, L. E., & Dingee, A. L. M., Jr. 1990. *New Venture Creation: Entrepreneurship in the 1990s*. Homewood, IL: Richard D. Irwin.
- Tompkins, N. C. 1992. Employee satisfaction leads to customer service. *HR Magazine*, 37(11): 93-97.
- Trice, H. M. & Beyer, J. M. 1986. Charisma and its routinization in two social movement organization. In Staw, B. M. & Cummings, L. L. (Eds.). *Research in Organizational Behavior* (113-164). Greenwich, CT: JAJ Press.
- van Dyck, B. 1996. Employee satisfaction one factor of top performing banks. *Northwestern Financial Review*, 181(19): 5.
- Wall, B., Solum, R. S., & Sobol, M. R. 1992. *The Visionary Leader*. Rocklin, CA: Prima.
- Westley, F. & Mintzberg, H. 1989. Visionary leadership and strategic management. *Strategic Management Journal*, 10: 17-32.
- Wheatley, M. J. 1999. *Leadership and the New Science: Discovering Order in a Chaotic World*, (2nd). San Francisco: Berrett-Koehler.
- Williams-Brinkley, R. 1999. Excellence in customer care demands a clear vision in action. *Health Care Strategic Management*, 17(1): 18-19.
- Yeung, A., & Berman, B. 1997. Adding value through human resources: Reorienting human resource measurement to drive business performance. *Human Resource Management*, 36(3): 321-335.
- Yukl, G. A. 1998. *Leadership in Organizations* (4th ed.). New Jersey: Prentice Hall.