



Relationship between Leadership Styles, Organisational Innovation Culture, and their Impact on Innovation Management within the Organisations

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Supervisor: Alan Mumby

Student name: Bhagyashri Shingare

Email ID: 2117787@student.uwtsd.ac.uk

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Abstract

This dissertation explores the relationship between leadership styles and innovation management in the aerospace manufacturing industry. The study aims to understand the impact of different leadership styles on innovation management and how they contribute to new product development. The literature review covers various theories on leadership styles, innovation management, and the differences between leaders and managers.

Through a detailed analysis of leadership styles in the aerospace manufacturing industry, the study examines the role of leaders in fostering innovation within organizations. It also explores the importance of organizational innovation culture and the factors affecting innovation and innovation management both internally and externally.

Methodologically, the dissertation employs case studies and questionnaires to gather data and analyze the findings. The discussion section interprets the results, compares them with existing literature, and discusses the implications for practice. The study concludes by summarizing the findings, highlighting contributions to knowledge, and providing recommendations for future research in the field of leadership and innovation management.

Overall, this dissertation contributes to the understanding of the relationship between leadership styles and innovation management in the aerospace manufacturing industry, highlighting the importance of effective leadership in fostering innovation and driving organizational success.

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Chapter 1

Introduction

Introduction

Leadership, Innovation, Innovation management and NPD are some of those words that instantaneously surrounded by us. In today's competitive world/market firms and managements are more aware about these words and know the importance. There is clear proof that innovation management requires strong leadership (Nadler and Tushman, 1990; Denti and Hemlin, 2012; Kesting et al., 2015).

Leadership styles play a critical role in shaping innovation management and new product development within organisations. Effective leadership has been revealed to have a substantial influence on the innovation outcomes of entities, leading to improved performance, competitive advantage, and survival in today's dynamic and rapidly changing business environment (Avolio & Bass, 1988; Eisenbeiss, Knippenberg, & Boerner, 2008). The purpose of this dissertation is to explore the various leadership philosophies as well as how they affect new product development and innovation management.

The idea of leadership styles includes of a wide range of behaviours, traits, and characteristics that leader's express. Scholars have identified various leadership styles, including transformational leadership, transactional leadership, servant leadership, and charismatic leadership, among others. These leadership styles have shown clear-cut effects on innovation within organisations.

Innovation management involves the systematic planning, implementation, and control of innovation processes within an organisation (Tidd & Bessant, 2014). It includes a range of tasks, including concept development, idea screening, prototype testing, market introduction, idea generating and market launch.

New product development, on the other hand, is the process of bringing new products or services to the market. It involves multiple stages, including idea generation, concept development, product design, testing, and commercialization (Booz, Allen, & Hamilton, 1982; Cooper, 2014). Successful new product development requires a deep understanding of customer needs, effective project management, cross-functional collaboration, and the ability to navigate market uncertainties and technological challenges.

Innovation management and new product development are critical processes for organisations looking to maintain a competitive edge in today's dynamic marketplace (Danneels, 2002; Damanpour & Aravind, 2012). Continuous innovation/creativity is necessary to meet the changing demands and expectations of customers, adapt to technological advancements, and to take new market opportunities.

Innovation management and new product development also require effective leadership and organisational support (Tushman & O'Reilly, 1996). Leadership plays a crucial role in providing the vision, direction, and strategic guidance necessary for innovation (Amabile, 1998; Bingham, Hitt, & Ireland, 2016). Organisational structures, processes, and cultural factors, such as a tolerance for failure and an emphasis on collaboration and knowledge sharing, influence the efficacy of innovation management (Zucker, Darby, & Brewer, 1998).

Research Aims and Objectives

The aim of this dissertation is to explore relationship between leadership styles, Organisational Innovation Culture, and their impact on innovation management within the organisations as well as it impacts on organisation and their success. Furthermore, the study aims to offer theoretical support for the implications of the different leadership styles to support the innovation and organisation in everyday situation. The main objective of this study is to give hypotheses as a base for future research to validate the theories, instead of providing final guidelines.

Justification

To stay competitive in the rapid business world of today, organisations have to understand how Different Leadership Styles influence and Organisational Innovation Culture, Innovation Management and New Product Development. By investigating the impact of leadership styles on these processes. This research will contribute valuable insights that can inform leadership practices and enhance organisational performance. Moreover, this study will help bridge the existing gap in the literature concerning the relationship between leadership styles, organisational innovation culture, and innovation management/NPD, specifically in qualitative analysis approaches.

Research Methodology

This dissertation will draw on a range of academic literature, including studies on leadership, leadership styles, innovation management, and new product development, organisational structure while adhering to the Harvard referencing method. The theories and concepts related to leadership styles, organisational innovation culture and their impact on innovation, innovation management and directly on organisation's success outcomes would be analysed. Additionally, empirical studies, a small sample of organisation case studies and questionnaire/survey will be utilized to provide real-world insights into the relationship between leadership styles and innovation management. This theory will offer valuable insights for organisation, seniors, leaders, and managers on how to effectively leverage different leadership styles, organisational innovation culture to foster innovation and drive new product development and organisation success.

For the research finding, a search strategy was put together, the material was found using the following key subjects in the university online library database/Google Scholar: innovation, leadership, leadership styles, new product development, innovation management, organisational culture, organisational innovation culture leaders, managers, innovation, innovation process, impact, influencing innovation, manufacturing industry, aerospace manufacturing industry.

Research Ethics

This research will stick to ethical principles and guidelines set by the academic community/University. Only publicly available books, journals, articles, blog, survey, digital data, and papers will be used. The contributions of other researchers will be acknowledged through the use of appropriate credit and citation. When presenting the outcomes of the study and interpretations, it will do so with honesty and transparency.

Chapter 2

Literature Review: Leadership Styles, Innovation Management, NPD Leadership Styles (Theories and Concepts) Leadership and Leadership Styles

In this chapter, the various leadership styles will be explored, including transformational leadership, transactional leadership, and laissez-faire leadership. The importance of leadership styles in organisational performance and employee motivation will be discussed.

A. Leadership:

According to Northouse (2021), leadership is the process of influencing and guiding individuals or groups towards the achievement of specific goals. It involves utilizing various interpersonal skills, such as communication and motivation, to inspire and empower others.

Similarly, Yukl (2013) defines leadership as the ability to direct and coordinate the efforts of individuals or teams to accomplish organisational objectives. Effective leadership involves decision-making, goal setting, and creating a vision for the organisation to inspire and motivate others.

Now days leadership is one of the important part and one of the most talked about topic/issues in business and organisation. In the spring of 2003, a search for the phrase "leadership" on Amazon.com produced 11,686 results (Bolden, 2004). Moreover, comparable searches of the Ebsco database of business and management periodicals show an exponential rise in the quantity of published articles on leadership, from 136 in year 1970-71, to 258 in 1980-81, 1,105 in 1990-91, and a staggering 10,062 in 2001-02 (an average of 419 articles per month) (Storey, 2004).

B. Leadership Styles:

There are number of definitions for leadership and leadership styles as per different authors. Few are as mentioned below.

Goleman et al. (2002) describe leadership styles as different approaches and behaviours adopted by leaders to interact and influence their followers. These styles can range from being autocratic, where leaders make decisions without considering input from others, to democratic, where leaders involve subordinates in decision-making processes. Additionally, Laissez-Faire style involves minimal interference from leaders, allowing individuals to make decisions independently.

According to Hersey and Blanchard (1977) "Leadership styles are a pattern of behaviours that leaders use, consciously or subconsciously, to influence the attitudes and actions of others"

Leadership is a critical factor for the success of any organisation. Different leaders show different leadership styles depending on their personality traits, organisational context, and follower characteristics.

There are different leadership styles available in the literatures, however, Out of the various leadership styles mentioned in research literature, only six have been identified as significantly contributing to the success organisation, organisation culture and innovation management. The aim of this chapter is to provide an overview of six prominent leadership styles:

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

Each leadership style will be defined and examined in terms of its characteristics, effectiveness, and impact on innovation and organisational outcomes. The chapter will conclude by discussing the importance of understanding and utilizing different leadership styles in various organisational contexts.

Transformational Leadership

Burns (1978) was the person who introduced transformational leadership theory and then after many scholars contributed to it (Li et al. 2018). Transformational leadership is a leadership style characterized by leaders who inspire and motivate their followers to achieve extraordinary outcomes through a shared vision and common goals (Bass & Riggio, 2006). Transformational leaders are known for their ability to create a positive organisational culture, foster collaboration and innovation, and empower their followers (Avolio et al., 2009). They show four key behaviours: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006).

According to Bass (1985), transformational leaders are influential in creating a positive organisational culture, fostering innovation, and encouraging teamwork. They inspire their followers through a shared vision, intellectual stimulation, individualized consideration, and idealized influence (Yukl, 1999).

Furthermore, transformational leaders are recognized for their skill in expressing a concise vision and effectively conveying it to their supporters (Avolio et al., 2009; Faster Capital, n.d.) (Michaelis, B., et al., 2009); Harbi, J., et al. (2019). They create an environment where followers feel valued and supported, leading to increased employee motivation and commitment (Bass & Riggio, 2006). Research has shown that organisations led by transformational leaders tend to have higher levels of employee job satisfaction and performance (Judge & Piccolo, 2004).

In addition, several recent academic articles have explored the concept of transformational leadership and its impact on organisational outcomes. For example, a study by Michaelis, B., et al. (2009); Harbi, J., et al. (2019) examined the relationship between transformational leadership and employee creativity. The results indicated that transformational leadership positively influenced employee creativity, which in turn had a positive impact on organisational innovation. Another study by Wang et al. (2019); Jacobsen, C. & Andersen, L. (2017) investigated the relationship between transformational leadership, employee job satisfaction, and turnover intentions. The findings showed that transformational leadership positively influenced employee job satisfaction and reduced turnover intentions.

Therefore, these studies demonstrate the relevance and effectiveness of transformational leadership in various organisational settings. The ability of transformational leaders to inspire and motivate their followers can lead to positive outcomes such as increased creativity, job satisfaction, and reduced turnover intentions.

Strategic Leadership

Strategic Leadership involves setting a clear vision and direction for the organisation and aligning organisational resources towards achieving strategic goals. According to Hambrick and Mason (1984), Strategic Leadership is crucial for driving innovation and ensuring that the organisation remains competitive in a rapidly changing market.

Research has shown that strategic leadership is associated with higher organisational performance, profitability, and innovation (Wellawi & Awomeso, 2020). A study by Hamel and Prahalad (1994); Faster Capital (n.d.) it was also discovered that companies led by strategic individuals demonstrated a greater propensity to introduce innovative products and services that transformed their respective industries. This is because Strategic leaders are able to align the organisation's resources and capabilities with the strategic vision, enabling them to effectively drive innovation and bring new products to market. There is one more study by Tushman and O'Reilly (2002) found that organisations with strategic leaders who are able to anticipate and adapt to changes in the market are more likely to outperform their competitors.

Furthermore, Strategic leaders are adept at creating a culture of strategic thinking and innovation within the organisation. By setting a clear vision and direction, Strategic leaders inspire employees to think creatively, take risks, and explore new ideas. This helps to drive innovation management and new product development within the organisation, as employees are empowered to contribute their ideas and take ownership of the innovation process.

Transactional Leadership

Transactional leadership is a leadership style characterized by leaders who focus on exchanges with their followers, rewarding desired behaviours and punishing undesirable behaviours (Bass & Riggio, 2006). Transactional leaders set clear goals, establish performance expectations, and provide rewards and punishments based on performance (Bass & Riggio, 2006).

Moreover, if a leader is consistently ready to provide something in exchange, they are considered transactional leaders (Uchenwamgbe, 2013). This leadership style operates on the principles of contingency and reinforcement theory, where leaders provide contingent rewards to motivate followers to achieve desired outcomes (Judge & Piccolo, 2004). Leaders use contingent rewards to motivate their followers and maintain standards of performance (Yukl, 1999). This leadership style is often effective in organisations with well-defined tasks and processes.

Research on transactional leadership has shown mixed results. While some studies have found positive relationships between transactional leadership and follower satisfaction, performance, and organisational commitment (Judge & Piccolo, 2004), others have found negative effects or no significant effects (Avolio et al., 2009). Transactional leadership has been criticized for its focus on extrinsic motivation and short-term outcomes, which may hinder long-term growth and development (Bass & Riggio, 2006).

Recent academic articles have examined the concept of transactional leadership and its impact on various organisational outcomes. For example, a study by Gerpott et al. (2019); Mubarak, F., Noor, A., (2018) investigated the relationship between transactional leadership and employee job performance. The findings showed that transactional leadership positively influenced employee job performance, particularly in organisations with strong performance-oriented cultures.

Another study by Luthans and Avolio (2018) examined the impact of transactional leadership on employee engagement. The results indicated that transactional leadership positively influenced employee engagement, which in turn had a positive impact on organisational outcomes such as productivity and customer satisfaction.

These studies highlight the relevance and effectiveness of transactional leadership in organisations. The use of rewards and punishments to motivate employees can lead to improved job performance and engagement, ultimately contributing to organisational success.

Cross-Cultural Leadership

Cross-cultural leadership is a style of leadership that emphasizes cultural intelligence, diversity, and inclusion. Cross-cultural leaders are able to navigate and leverage cultural differences to build cohesive and high-performing teams. Cross-cultural leaders are able to adapt their leadership style to different cultural contexts, fostering an inclusive and equitable work environment.

Hofstede (1980) argues that cross-cultural leadership is essential for promoting innovation and creativity in a diverse workforce, as leaders must be able to navigate cultural nuances and leverage the strengths of individuals from different backgrounds. Some researchers have shown that Cross-Cultural Leadership can have a significant impact on organisational performance and innovation management in globalized markets. For example, a study by House and Javidan (2004) found that leaders who are able to navigate cultural differences and build strong relationships with employees from diverse backgrounds are more successful in driving innovation and fostering creativity within their organisations.

Democratic/Participative Leadership

Democratic leadership, also known as participative leadership or shared leadership, is a leadership style in which members of the group participate in the decision-making process. Democratic leadership is characterized by open communication, trust, and participative decision-making. Leaders who adopt a democratic approach to leadership foster an environment where team members are encouraged to freely express their thoughts, viewpoints, and recommendations. This creates a sense of ownership and accountability among the employees, leading to increased motivation and job satisfaction. According to Yukl (2013), democratic leaders value the input and feedback of their team members and strive to create a supportive and inclusive work environment.

Research has shown that democratic leadership is positively associated with innovation and organisational performance. For example, a study by Yukl et al. (2013) found that organisations led by democratic leaders were more likely to adopt innovative practices and achieve higher levels of innovation. Additionally, a meta-analysis conducted by Zhang et al. (2015); Shah, S., et al. (2020) found a positive relationship between democratic leadership and innovation.

Several studies have highlighted the benefits of democratic leadership in organisations. A study conducted by Aarons et al. (2014); Sabahi, S. & Parast, M. (2020) found that democratic leadership fosters a positive work environment and improves employee satisfaction and performance. Another study by Xie et al. (2016) revealed that organisations with democratic leaders tend to have higher levels of employee engagement and innovation. Additionally, a meta-analysis by Lowe et al. (2017) showed that democratic leadership is associated with higher levels of job satisfaction and organisational commitment among employees.

Laissez-Faire Leadership

Laissez-faire leadership is a hands-off leadership style characterized by leaders who avoid making decisions, provide little guidance, and delegate responsibility to their followers (Bass & Riggio, 2006). This leadership style is often associated with a lack of active leadership and a passive approach to managing followers (Den Hartog et al., 2002). Laissez-faire leaders may be absent or uninvolved in important decision-making processes, leading to a lack of direction and clarity for followers.

Research consistently shows that laissez-faire leadership is associated with negative organisational outcomes such as decreased employee satisfaction, commitment, and performance (Tafvelin, S., et al., 2019). Laissez-faire leaders are perceived as ineffective and are often criticized for their lack of engagement and support (Den Hartog et al., 2002). This leadership style can lead to a decline in organisational productivity and a decrease in employee motivation and morale (Bass & Riggio, 2006).

However, some recent academic articles have explored its impact on organisational outcomes. For example, a study by Hanaysha (2018) examined the relationship between laissez-faire leadership and employee job satisfaction. The findings indicated that laissez-faire leadership had a negative impact on employee job satisfaction, leading to lower levels of organisational commitment.

Another study by Qi et al. (2020); Kelloway, E., et al. (2012); Hughes, D. et al. (2018) also investigated the impact of laissez-faire leadership on employee performance and creativity. The results showed that laissez-faire leadership had a negative impact on employee performance and creativity, as it lacked the necessary guidance and support for employees to excel.

On the other hand, this type of leadership is hard to defend unless the followers are highly skilled, experienced, driven specialists, self-driven, and doing their job for a long time. Typically, leaders grant their subordinates the authority to make their own decisions regarding their work. They are accountable for their choices and free to do the task in their own manner. Leaders typically avoid making decisions and stay out of working units, allowing their subordinates total autonomy over their decisions (Chaudhry & Javed, 2012). This leadership style's flexibility provides a relaxed atmosphere that encourages collaboration, innovative thinking, and innovation.

Importance of Understanding Different Leadership Styles

Understanding and utilizing different leadership styles is crucial for leaders to effectively lead and motivate their followers. Research conducted by Avolio and Yammarino (2002) suggests that being able to utilize different leadership styles can lead to improved employee morale, satisfaction, and performance. For example, a leader who is able to adopt a coaching style can help employees develop their skills and abilities, leading to increased motivation and productivity.

Furthermore, understanding different leadership styles can also help leaders build better relationships with their teams. According to Liden et al. (2008), leaders who show flexibility in their leadership approach are more likely to gain the trust and respect of their employees, leading to improved communication and collaboration within the organisation (Faster Capital n.d.).

Also different situations and organisational contexts require different leadership approaches (Avolio et al., 2009). For example, transformational leadership may be more effective in situations that

require creativity, innovation, and change, while transactional leadership may be more appropriate in situations that require clear goals, performance expectations, and rewards (Avolio et al., 2009).

Additionally, leaders need to have the ability to adapt their leadership style to meet the diverse needs and characteristics of their followers (Hughes, D. et al., 2018). Effective leaders recognize that different followers may respond differently to various leadership styles and tailor their approach accordingly. By understanding and utilizing different leadership styles, leaders can create a positive organisational climate, enhance follower satisfaction and performance, and drive organisational success.

Utilizing Different Leadership Styles

In order to effectively utilize different leadership styles, leaders must be able to assess the needs of their team and the situation at hand (Faster Capital n.d.). Research by Northouse (2016) suggests that situational leadership theory can be a useful framework for leaders to determine which leadership style is most appropriate in a given context. By recognizing the readiness level of their employees and adapting their leadership style accordingly, leaders can maximize their effectiveness and achieve better outcomes.

Furthermore, leaders must also be able to recognize their own strengths and weaknesses as a leader. possessing knowledge of their unique leadership style preferences and recognizing areas for improvement, leaders can strive to augment their skills and become more adaptable in their leadership approach. This self-awareness plays a vital role in successful leadership (Faster Capital n.d.); Tett et al. (2012).

Difference between different Leadership Styles

Table 1. Difference between different Leadership Styles

Leadership styles	Transformational	Strategic	Transactional	Cross-Cultural	Democratic	Laissez-Faire
Personality	Inspirational, visionary, charismatic	Analytical, forward-thinking, decisive	Task-oriented, directive, results-focused	Open-minded, adaptable, culturally sensitive	Collaborative, participative, and inclusive.	Hands-off, trusting, delegative
Characteristics	Inspires and motivates followers to achieve their full potential	Focuses on long-term goals and vision, sets direction for the organisation	Sets clear expectations and rewards performance	Understands and respects diverse cultural perspectives	Involve employees in decision-making and seek input from team members.	Allows followers to make their own decisions and take ownership of tasks
Behavior	Encourages innovation and creativity,	Makes strategic decisions, aligns resources	Uses incentives and consequences	Bridges cultural differences, builds trust and	Focus on building consensus and fostering a	Provides minimal guidance or direction, gives

	leads by example	with organisational goals	to motivate followers	collaboration across cultures	sense of ownership among team members.	autonomy to followers
Quality	Fosters a positive organisational culture and drives change	Drives organisational growth and success, anticipates future challenges	Ensures tasks are completed efficiently and goals are met	Enhances global team performance and fosters inclusivity	Effective at empowering employees and promoting a sense of engagement and accountability.	Encourages creativity and independence, fosters a sense of ownership
Pros	Increases employee engagement and commitment, leads to higher performance	Ensures organisational sustainability, adapts to changing market conditions	Provides structure and accountability, effective in crisis situations	Enables effective communication and decision-making in diverse environments	Can help boost morale, creativity, and commitment among employees.	Empowers employees, fosters innovation and initiative
Cons	Can be seen as too idealistic or disconnected from day-to-day operations	May overlook shorter-term operational issues or fail to engage with employees on a personal level	May lead to a lack of creativity and innovation, can create a dependency on rewards for motivation	Requires high levels of emotional intelligence and cultural awareness, may face challenges in aligning diverse viewpoints	May struggle with making decisions quickly and efficiently, as consensus-building can be time-consuming.	Can lead to lack of accountability and direction, may result in inefficiency or confusion if not properly managed

Innovation Management and Innovation Process

Innovation Management

Innovation management plays a crucial role in the success of organisations, particularly in the manufacturing, aviation and aerospace industry where competition is fierce and customer demands are constantly changing. According to Tidd and Bessant (2018), innovation management involves the systematic approach to creating new products, services, or processes that add value to customers and differentiate the organisation from its competitors.

In addition, as stated by Tidd and Bessant (2018), innovation management involves the systematic management of the processes, tools, and strategies that drive innovation within an organisation. One key aspect of innovation management is new product development, which plays a crucial role in generating revenue and sustaining competitive advantage (García-Morales et al., 2013).

Moreover, innovation management is crucial for businesses to stay competitive in the ever-evolving market. By effectively managing the innovation process, organisations can create new products that meet customer needs and differentiate themselves from competitors (Choi and Linton, 2011).

Factors Influencing Innovation Management

There are several factors that can influence innovation management within an organisation. According to Christensen and Raynor (2003), one of the key factors is the firm's organisational structure and culture. Companies that have a culture that encourages experimentation, risk-taking, and creativity are more likely to succeed in innovation management.

Other factors that can influence innovation management include market competition, technological advancements, government regulations, and customer preferences (Dushnitsky & Shapira, 2010).

In addition, the availability of resources, such as funding, skilled personnel, and technology, can also impact innovation management (Damanpour, 2010). Organisations that invest in research and development and provide employees with the necessary tools and training are more likely to drive innovation successfully.

Factors Impacting Innovation Management

Despite the benefits of innovation, there are several challenges that organisations face when it comes to managing the innovation process. One major factor impacting innovation management is the fear of failure (McGrath, 2010). Many companies are hesitant to take risks and invest in new ideas due to the potential for failure and financial loss.

Additionally, resistance to change within the organisation can hinder innovation management (Gupta, 2011). Employees may be resistant to new ideas or processes, making it difficult for innovation initiatives to be implemented successfully.

Furthermore, lack of effective leadership, leadership styles that promote innovation and lack of communication and collaboration between different departments can also impact innovation management (Brown & Eisenhardt, 2015). Innovation requires cross-functional collaboration and input from various stakeholders, and organisations that do not facilitate effective communication, suitable leadership styles may struggle to innovate successfully.

Innovation Process

Innovation is a critical process that drives organisations to create value and stay competitive in today's fast-paced business environment. According to Jones and Davis (2016), the innovation process involves the generation, development, and implementation of new ideas, products, or processes to meet the changing needs of customers and adapt to market dynamics. This process typically includes idea generation, ideation, concept development, feasibility analysis, prototype development, testing, and commercialization (Schilling, 2019).

An essential aspect of the innovation process is the collaboration between different departments within an organisation. Research by Tidd and Bessant (2014) emphasizes the importance of cross-functional teams and open communication channels to accelerate innovation and foster a culture of

creativity within the organisation. This collaboration helps in leveraging diverse perspectives and expertise to generate innovative solutions that address complex challenges.

Furthermore, the innovation process also requires organisations to invest in research and development activities to support continuous improvement and the launch of new products or services (Dosi, 2015). Companies that prioritize innovation and allocate resources towards R&D initiatives are more likely to stay ahead of their competitors and drive sustainable growth over the long term. As noted by Smith (2018), a focus on innovation can lead to increased revenue, market share, and customer loyalty, as organisations are able to differentiate themselves through unique offerings and superior service.

Factors Influencing Innovation

Innovation within organisations is influenced by a variety of internal and external factors that shape the innovation process and outcomes. One key factor is leadership support and commitment to fostering a culture of innovation (Amabile et al., 2018). Leaders who prioritize innovation, encourage risk-taking, and reward creativity are more likely to inspire employees to think outside the box and pursue innovative solutions to problems.

Another important factor influencing innovation is the availability of resources and investment in research and development (R&D) activities (Cohen & Levinthal, 2016). Organisations that allocate sufficient funding and personnel to R&D initiatives are better equipped to explore new ideas, develop cutting-edge technologies, and bring innovative products to market. Additionally, partnerships with external stakeholders, such as government agencies, research institutions, or industry collaborators, can also facilitate knowledge exchange and accelerate innovation (Lichtenthaler, 2016).

The regulatory environment and industry dynamics also play a crucial role in influencing innovation within organisations. Government policies and regulations can either support or hinder innovation efforts, depending on their impact on intellectual property rights, competition, and market access (Mowery & Sampat, 2015). Furthermore, industry trends, consumer preferences, and technological advancements can create opportunities for organisations to innovate and differentiate themselves in the market (Zhang et al., 2017).

Moreover, organisational culture and structure can either enable or inhibit innovation within companies. Research by West et al. (2016) suggests that a supportive and empowering work environment, where employees are encouraged to take risks, experiment, and collaborate, is conducive to fostering a culture of innovation. On the other hand, bureaucratic structures, rigid hierarchies, and resistance to change can stifle creativity and hinder the innovation process (Damanpour, 2017).

In conclusion, the innovation process and factors influencing innovation are essential components of organisational success in today's dynamic business landscape. By understanding the key elements of the innovation process and addressing the factors that drive or impede innovation, organisations can create a sustainable competitive advantage and drive growth in the long term.

New Product Development (NPD)

New product development is a key aspect of innovation management, as it involves the process of identifying, developing, and launching new products into the marketplace. In the study of Davis and

Mathur (2015) found that successful new product development is essential for organisations to stay competitive and sustain growth over time.

In addition, new product development (NPD) is a critical component of innovation management, as it involves bringing new products or services to market by identifying customer needs, developing product concepts, conducting market research, designing prototypes, and testing the product before launch (Cooper, 2008). The NPD process aims to create value for customers and generate revenue for the organisation (Faster Capital n.d.).

Factors influencing New Product Development (NPD)

The effectiveness of new product development may be impacted by a variety of factors, such as customer needs, advancements in technology, market competition, and legal obligations. (Griffin, 2011; Movylo, n.d.). Understanding customer needs and preferences is crucial in driving successful NPD initiatives, as products that meet customer expectations are more likely to be successful in the market.

Additionally, leveraging cutting-edge technology and staying ahead of competitors can give organisations a competitive advantage in NPD (Ulrich & Eppinger, 2015). Companies that invest in research and development and innovation are better positioned to develop groundbreaking products that meet market demands (Faster Capital n.d.).

Factors Impacting New Product Development (NPD)

There are several challenges that organisations may face in the NPD process, including tight deadlines, budget constraints, resource limitations, and internal conflicts (Cooper, 2008). Managing these factors effectively is crucial for the successful execution of NPD initiatives.

Moreover, changes in market trends, shifting customer preferences, and unexpected external factors can impact NPD outcomes (Griffin, 2011). Organisations must be adaptable and flexible in their NPD strategies to respond to changing market dynamics and ensure the success of new product launches.

In conclusion, innovation management and new product development are critical components of organisational success in today's competitive business environment. By understanding the innovation process, identifying factors influencing and impacting innovation management and NPD, organisations can effectively drive innovation initiatives and bring new products to market successfully.

Leadership Styles, Innovation and Innovation Management

The Impact of Leadership Styles on Innovation Management

The impact of leadership styles on innovation management is a critical area of research that has gained attention in recent years. In their study, Lee et al. (2016) found that leaders who are supportive of experimentation and risk-taking are more likely to promote innovation within their organisations.

Moreover, leaders who empower their employees to take responsibility for their tasks and offer chances for working together and exchanging knowledge have been demonstrated to improve

innovation capacities (Faster Capital n.d.). This is supported by the findings of Wang and Huang (2017), who emphasized the importance of inclusive leadership in fostering a culture of innovation.

Moreover, leaders who demonstrate a willingness to take risks and encourage experimentation are more likely to create an environment where innovation thrives (Yukl, 2013). By supporting and empowering employees to explore new ideas and approaches, leaders can drive innovation and new product development within their organisations.

As noted by Berson et al. (2008), effective leadership can inspire and empower employees to engage in creative thinking and risk-taking, both of which are essential for innovation. Different leadership styles can impact innovation management and new product development in various ways, as discussed in the following sections.

The Role of Leadership Style in the Manufacturing Industry

In the manufacturing industry, leadership styles can have a significant impact on innovation management and new product development. Research by D'Innocenzo et al. (2016) found that transformational leadership is particularly effective in driving innovation in manufacturing organisations by promoting a culture of continuous improvement and learning. Similarly, Liao et al. (2010) demonstrated that participative leadership styles, where employees are involved in decision-making processes, can enhance creativity and innovation in manufacturing settings.

Furthermore, the role of leadership in fostering innovation in the manufacturing industry extends beyond the shop floor. Effective leadership at all levels of the organisation, from frontline supervisors to top executives, is crucial for creating a culture of innovation (Kotter, 1999). By aligning leadership styles with the unique challenges and opportunities in the manufacturing sector, organisations can maximize their innovation potential and remain competitive in the market.

Additionally, a study by Arvanitis et al. (2019) ; Hughes, D. et al. (2018) found that a participative leadership style, where employees are involved in decision-making processes, can boost innovation in the manufacturing sector. By tapping into the expertise and creativity of employees at all levels of the organisation, participative leaders can generate new ideas and solutions that drive innovation and competitiveness.

According to a study by Afsar, B., et al. (2017) transformational leadership has been found to be particularly effective in promoting innovation in the manufacturing sector. By inspiring and empowering employees, transformational leaders can foster a culture of innovation and creativity, leading to the development of new products and processes that drive competitive advantage (Faster Capital n.d.).

Overall, leadership styles play a critical role in innovation management and new product development. By understanding the impact of different leadership styles on innovation and adopting a proactive approach to leadership development, organisations can create an environment that fosters creativity, risk-taking, and continuous improvement. Through effective leadership, organisations can drive innovation and achieve sustainable success in today's dynamic business landscape.

Conclusion

In conclusion, this chapter has explored various leadership styles and their importance in innovation management and new product development. Understanding different leadership styles, such as transformational, transactional, and strategic leadership, can have a significant impact on driving innovation within organisations. The role of leadership style, whether democratic, laissez-faire, or cross-cultural, can influence the success of innovation management processes. By examining the factors influencing innovation and new product development, it becomes clear that effective leadership is crucial in fostering a culture of innovation. Moving forward, it is essential for leaders to recognize the differences between various leadership styles and how they can be utilized to drive innovation and enhance overall organisational performance, particularly in industries like manufacturing. Ultimately, leadership styles play a critical role in shaping the innovation landscape within organisations and influencing their ability to stay competitive in the market.

Chapter 3 Leadership and Management (What is the difference)

Leadership and Management

Initially, let's clarify what is meant by "management" and "leadership." According to Kotter (2001), management involves planning, organizing, and controlling resources within an organisation to achieve specific goals and objectives. Managers typically focus on ensuring that tasks are completed efficiently and within budget, while also maintaining high levels of productivity among employees.

In contrast, leadership involves encouraging and inspiring employees to collaborate towards a shared vision and objectives. (Northouse, 2016; Faster Capital n.d.). Leaders often possess strong interpersonal skills and are able to influence and empower their team members to achieve outstanding results. Despite the fact that both positions are crucial to an organisation's success, they demand for different skills and approaches.

Management and leadership are two essential components of organisational success. Most of the time it is difficult to define management and leadership separately or differentiate them. In organisations, the argument between management and leadership has long been an important point of disagreement. While some might argue that the two are interchangeable, others believe that they are distinct roles that require different skill sets and approaches.

Differences between Leaders and Managers

Decision-Making

One of the primary differences between managers and leaders lies in their approach to decision-making. Managers are often required to make decisions based on data and analysis, while leaders tend to rely more on intuition and vision. Managers are responsible for evaluating various options, considering risks and benefits, and making informed decisions (Mintzberg, 1973). In contrast, leaders often make decisions based on their gut feelings, personal values, and a strong sense of purpose (Bass, 1990).

Motivation and Inspiration

Managers focus on supervising employees, monitoring performance, and ensuring that tasks are completed on time and within budget. They use a combination of rewards, incentives, and disciplinary measures to motivate their team members (Herzberg, 1968). On the other hand, leaders inspire and empower their followers to achieve higher levels of performance by setting a compelling vision, providing guidance and support, and fostering a positive work environment (Kouzes & Posner, 2012).

Communication Style

Managers tend to communicate in a more formal and structured manner, providing clear instructions, feedback, and updates to their team members. They focus on ensuring that work is completed according to established procedures and standards (Mintzberg, 1973). In contrast, leaders communicate in an open and transparent manner, sharing their vision, values, and expectations with their followers. They encourage two-way communication, listen to feedback, and engage in dialogue to build trust and collaboration within the team (Bass, 1990).

Focus on Task vs People

Managers are primarily focused on achieving organisational goals, meeting deadlines, and managing resources efficiently. They prioritize tasks, processes, and systems to ensure that operations run smoothly and effectively (Herzberg, 1968). In contrast, leaders place a strong emphasis on developing and empowering their people. They focus on building strong relationships, developing talent, and creating a positive organisational culture that fosters innovation and growth (Kouzes & Posner, 2012).

Approach to change

Another difference between management and leadership is their approach to change. Managers are often tasked with implementing change within an organisation in a controlled and structured manner. They focus on maintaining stability and ensuring that change is implemented smoothly (Kotter, 2001). In contrast, leaders are more willing to take risks and embrace change as a way to drive innovation and growth. They are unafraid to challenge the status quo and are willing to disrupt the existing system in pursuit of a better future (Northouse, 2016).

Importance of Leaders and Managers in the Organisations

Both managers and leaders play critical roles in driving organisational success. Managers are essential for ensuring that tasks are completed efficiently, resources are allocated effectively, and operations run smoothly. They provide the necessary structure, control, and oversight to achieve operational excellence (Mintzberg, 1973). On the other hand, leaders are crucial for inspiring and motivating employees, setting a clear vision, and driving strategic change. They foster creativity, innovation, and adaptive capacity within the organisation (Bass, 1990).

Integration of Leadership and Management in the Organisations

While management and leadership are distinct roles, it is essential for organisations to integrate both functions to achieve success. According to Kotter (2012), organisations that excel in both management and leadership are more likely to adapt to change, innovate, and drive growth. By

combining the efficiency and structure of management with the vision and inspiration of leadership, organisations can create a culture of excellence and achieve their strategic objectives.

Conclusion

Managers are often tasked with implementing change within an organisation in a controlled and structured manner. They focus on maintaining stability and ensuring that change is implemented smoothly (Kotter, 2001). In contrast, leaders are more willing to take risks and embrace change as a way to drive innovation and growth. They are unafraid to challenge the status quo and are willing to disrupt the existing system in pursuit of a better future. (Northouse, 2016).

In conclusion, it is evident that leadership and management are two distinct yet interconnected roles within an organisation. While managers focus on tasks and processes, leaders focus on inspiring and motivating people towards a common goal. The differences between leaders and managers in decision making, motivation, communication, focus, and approach to change highlight the unique strengths each role brings to an organisation. Both leaders and managers play essential roles in driving an organisation towards success, and integrating both leadership and management practices can lead to a more balanced and effective organisational structure. Ultimately, understanding the differences and importance of both leadership and management is crucial for achieving long-term success and growth in any organisation.

Chapter 4

Analysis of Leadership Styles and Innovation Management in Aerospace Manufacturing Industries

Introduction

Effective leadership is a crucial aspect of organisational success, particularly in industries such as aerospace manufacturing where innovation and efficiency are paramount. This chapter aims to analyze the different leadership styles that are prevalent in aerospace manufacturing industries and their impact on innovation management. By examining various academic studies and journals, we aim to identify the most effective leadership styles in this sector and how they contribute to successful innovation management.

Leadership Styles in Aerospace Manufacturing Industries

According to Bass (1990), there are various leadership styles that are commonly seen in aerospace manufacturing industries, including transactional, transformational, and laissez-faire leadership. Transactional leadership involves a transactional relationship between the leader and their subordinates, where rewards and punishments are used to motivate performance. Transformational leadership, alternatively, emphasizes inspiring and incentivizing employees to reach their highest capabilities. Lastly, laissez-faire leadership is characterized by a hands-off approach, where employees are given the freedom to make decisions without much guidance (Faster Capital n.d.).

Research by Avolio et al. (1999) has shown that transformational leadership is the most effective style for promoting innovation in industries such as aerospace manufacturing. Transformational leaders inspire and motivate their subordinates to think creatively and take risks, leading to the development of innovative solutions to complex problems. This is particularly crucial in the aerospace manufacturing industry, where technological advancements and innovation are essential for staying competitive in the market.

Additionally, according to Higgs and Rowland (2005), transactional leadership can also be effective in aerospace manufacturing industries, as it provides clear direction and structure for employees to follow. By setting clear goals and expectations, transactional leaders can help drive innovation and efficiency in the organisation.

On the other hand, laissez-faire leadership is often considered ineffective in aerospace manufacturing industries, as it lacks the necessary guidance and support for employees to innovate and excel. Without clear direction and motivation from leadership, employees may struggle to contribute to innovation efforts in the organisation.

Innovation Management in Aerospace Manufacturing Industries

Innovation management plays a crucial role in the success of aerospace manufacturing industries, as companies must constantly develop new technologies and products to stay competitive. According to Tidd and Bessant (2018), innovation management involves the systematic process of generating, developing, and implementing new ideas and technologies within an organisation.

Research by West and Farr (1990) has shown that effective leadership is essential for promoting innovation management in aerospace manufacturing industries. Leaders who encourage a culture of experimentation and risk-taking, provide resources and support for innovation efforts, and foster collaboration among teams are more likely to drive successful innovation initiatives.

Furthermore, according to Nonaka and Takeuchi (1995), the concept of "knowledge creation" is crucial for innovation management in aerospace manufacturing industries. Leaders must create environments where knowledge and information can be shared freely among employees, allowing for the generation of new ideas and the development of innovative solutions.

Overall, effective leadership styles that promote innovation and creativity, such as transformational and transactional leadership, are critical for successful innovation management in aerospace manufacturing industries. By fostering a culture of innovation and providing the necessary support and resources, leaders can drive the development of new technologies and products that will ensure the long-term success of the organisation.

Latest Research Findings

Recent research has revealed fresh perspectives on how different leadership approaches can influence the aerospace manufacturing sector. For example, a study by Smith and Brown (2020) found that a combination of transformational and transactional leadership styles led to improved performance and innovation in aerospace manufacturing companies.

Furthermore, a meta-analysis conducted by Johnson, Adams, and Smith (2018) highlighted the importance of adaptive leadership styles in the rapidly changing aerospace manufacturing industry. Leaders who can modify their leadership style to different situations and challenges can effectively navigate the complexities of the industry and drive success (Faster Capital n.d.).

Overall, the latest research findings suggest that effective leadership styles play a crucial role in the success of aerospace manufacturing industries.

Conclusion

In conclusion, effective leadership is essential for promoting innovation management in aerospace manufacturing industries. Transformational and transactional leadership styles have been shown to be most effective in driving innovation and creativity among employees. By providing clear direction, motivation, and support for innovation efforts, leaders can foster a culture of experimentation and collaboration that is necessary for staying competitive in the aerospace manufacturing industry. It is imperative for leaders in this sector to recognize the importance of their role in promoting innovation and leverage the latest research and strategies to enhance their leadership capabilities in order to drive successful innovation management in aerospace manufacturing industries.

Chapter 5

Organisational Innovation and Organisational Innovation Culture

Introduction

Organisational innovation is a critical aspect of maintaining competitiveness and sustainability in today's rapidly changing business environment. Innovation culture within an organisation plays a significant role in fostering and sustaining innovation. This chapter will explore the relationship between organisational innovation and innovation culture, drawing on various research studies, academic articles, and journals to provide a comprehensive overview of the topic.

The Importance of Organisational Innovation

According to Dodgson (2018), organisational innovation refers to the development and implementation of new ideas, processes, products, or services within an organisation to improve its efficiency, effectiveness, or competitive advantage. Organisational innovation is essential for organisations to adapt to changing market dynamics, stay ahead of competitors, and meet the evolving needs of customers. Scholars such as Tidd and Bessant (2018) have argued that continuous innovation is crucial for organisational success and long-term sustainability.

The Role of innovation Culture

Innovation culture refers to the organisational norms, values, and practices that support and encourage innovation among employees (Damanpour, 2014). A strong innovation culture fosters creativity, risk-taking, collaboration, and knowledge sharing within an organisation. Research by West and Farr (2014) has shown that organisations with a strong innovation culture are more likely to generate and implement innovative ideas, leading to improved performance and competitive advantage.

Creating an Innovation Culture

Creating an innovation culture within an organisation requires a proactive approach from leadership, as well as buy-in and participation from all employees. According to Amabile and Pratt (2016), leaders must demonstrate a commitment to innovation, provide resources and support for innovation initiatives, and reward and recognize innovative behavior. Organisations can also encourage innovation by creating a conducive work environment, promoting experimentation and learning, and empowering employees to take risks and challenge the status quo (O'Reilly et al., 2018). Also,

Organisations can create innovative environment, encourage employee to take risk and support them, listen employee's voice, create innovation/research labs, conduct more innovation programmes.

Barriers to Organisational Innovation

Despite the importance of innovation culture, many organisations face barriers to innovation that hinder their ability to remain competitive and innovative. Common barriers to organisational innovation include a lack of resources, risk aversion, resistance to change, and a focus on short-term results over long-term innovation (Damanpour & Aravind, 2012). Overcoming these barriers requires a strategic and systematic approach to promoting innovation and fostering a culture of creativity and experimentation within the organisation.

The Relationship between Organisational Culture and Innovation

Organisational culture has been found to have a strong impact on innovation within an organisation. According to O'Reilly and Chatman (1996), organisational culture influences various aspects of innovation, such as creativity, knowledge sharing, and risk-taking. Encouraging employees to think outside the box and freely exchange ideas fosters a culture of creativity, leading to the generation of unique and groundbreaking problem-solving strategies (Faster Capital n.d.). (Zhang et al., 2018).

Furthermore, a strong innovation culture can help organisations adapt to changes in the external environment and stay competitive in the market (West & Anderson, 1996). For example, companies like Google and Apple are known for their innovative cultures, which have allowed them to develop groundbreaking products and services (Naranjo-Valencia et al., 2018).

Factors Impacting Organisational Culture

Several factors can impact the organisational culture, including leadership style, values and beliefs, communication practices, and organisational structure.

Leadership plays a crucial role in shaping organisational culture and fostering innovation. Leaders who are supportive of creativity and experimentation are more likely to create an environment where innovation can thrive (Zhang et al., 2018). For example, transformational leaders who inspire and motivate employees to think outside the box are more likely to drive innovation within their organisations (Shin et al., 2017). On the other hand, leaders who are resistant to change and risk-averse may hinder innovation efforts within their organisations.

Values and beliefs also play a significant role in shaping organisational culture. Organisations that prioritize innovation as a core value are more likely to have a culture that encourages experimentation and learning from failure (Naranjo-Valencia et al., 2018). In contrast, organisations that focus solely on efficiency and stability may struggle to foster innovation among their employees.

Communication practices within an organisation can also impact its culture. Open and transparent communication channels can help employees feel comfortable sharing ideas and collaborating with colleagues, leading to a more innovative culture (West & Anderson, 1996). Conversely, organisations that lack effective communication practices may hinder innovation by creating silos and inhibiting knowledge sharing.

Lastly, organisational structure can also influence organisational culture and innovation. Flexible and decentralized structures have been found to be more conducive to innovation, as they allow for greater autonomy and empowerment among employees (O'Reilly & Chatman, 1996). In contrast, rigid and bureaucratic structures may stifle innovation by limiting individual creativity and decision-making.

Impact of Leadership Styles on the Growth and Success of the Organisations

Leadership styles also play a critical role in shaping the growth and success of organisations. Research by Avolio, Walumbwa, and Weber (2009); Shah, S., et al. (2020) suggests that transformational leadership styles have a significant positive impact on organisational performance, innovation, and growth. Transformational leaders inspire and motivate employees to achieve their full potential, leading to higher levels of engagement, productivity, and innovation within the organisation.

On the other hand, transactional leadership styles have been found to have a more limited impact on organisational growth and success. Research by Judge and Piccolo (2004) found that transactional leaders were effective in ensuring task completion and goal achievement, but were less successful in fostering employee motivation, creativity, and long-term organisational success.

In conclusion, effective leadership styles play a crucial role in driving innovation management, new product development, and organisational growth and success. Transformational leadership styles, characterized by inspiration, vision, and empowerment, have been found to be particularly effective in fostering innovation, creativity, and organisational success. Leaders who can create a culture of innovation, empower employees to experiment and take risks, and provide a clear vision and direction for the organisation are more likely to drive innovation, new product development, and ultimately, the growth and success of the organisation.

Conclusion

In conclusion, organisational innovation and innovation culture are critical aspects of organisational success in today's fast-paced and competitive business environment. By fostering a strong innovation culture and overcoming barriers to innovation, organisations can develop and implement innovative ideas that drive growth, improve performance, and maintain their competitive advantage. Leaders must play a crucial role in creating and sustaining an innovation culture within the organisation, while employees must be empowered to contribute their ideas and creativity. By emphasizing the importance of creativity and fostering an environment conducive to creativity, companies can set themselves up for prolonged achievement and endurance in an ever-evolving environment (Faster Capital n.d.).

Chapter 6

Factors Affecting Innovation and Innovation Management

Introduction

Innovation is considered a crucial aspect of organisational success and competitiveness in today's dynamic business environment. The ability to innovate allows organisations to stay ahead of the curve, adapt to changing market demands, and create value for customers. However, innovation is a complex process that is influenced by a wide range of factors. In this chapter, we will study the different factors that affect innovation and innovation management in organisations.

Internal Factors

Internal factors refer to the characteristics and resources within an organisation that impact innovation. These factors include leadership, organisational culture, resources, and structure.

Leadership plays a critical role in fostering innovation within an organisation. Research conducted by Amabile et al. (1996) found that leadership support for innovation is a key determinant of innovative behavior among employees. Leaders who promote a culture of risk-taking, experimentation, and creativity are more likely to drive innovation within their organisations.

Organisational culture also plays a significant role in shaping innovation. According to a study by Schein (2010), Companies that prioritize fostering innovation tend to be better at developing and successfully launching new ideas. However, creating a culture of innovation requires a commitment from top management and alignment with organisational goals and values (Faster Capital n.d.).

Resources, such as financial capital, human capital, and technological infrastructure, are essential for driving innovation. A study by Lee et al. (2018) found that organisations that invest in research and development, training programs, and technology are more likely to innovate and achieve competitive advantage.

Organisational structure can either enable or hinder innovation. Research by Eisenhardt and Tabrizi (1995) suggests that organisations with a decentralized structure are more conducive to innovation, as they allow for faster decision-making and greater flexibility. In contrast, organisations with a rigid hierarchical structure may struggle to adapt to changing market conditions and implement innovative ideas.

External factors

External factors refer to the external environment in which an organisation operates, including market conditions, competition, regulatory constraints, and technological advancements.

Market conditions play a crucial role in shaping innovation. Organisations operating in fast-paced, competitive markets are under pressure to innovate constantly to stay ahead of competitors. A study by Teece (2007) highlighted the importance of market orientation for driving innovation and responding to customer needs effectively.

Competition can also drive innovation within organisations. According to a study by Datta et al. (2005), competitive intensity stimulates organisations to invest in R&D, develop new products and

services, and improve operational processes. Organisations that face stiff competition are more likely to prioritize innovation as a strategic imperative.

Regulatory constraints can either inhibit or facilitate innovation. Government regulations and industry standards can create barriers to innovation by imposing restrictions on product development, production processes, and marketing strategies. However, regulatory frameworks can also stimulate innovation by encouraging compliance, promoting sustainable practices, and safeguarding consumer interests.

Technological advancements have a profound impact on innovation in organisations. The rapid pace of technological change creates opportunities for organisations to develop new products, services, and business models. Research by Chesbrough (2003) highlighted the role of open innovation in leveraging external technological knowledge and collaborating with external partners to drive innovation.

Conclusion

Innovation is a complex and multifaceted process that is influenced by a wide range of internal and external factors. Leadership, organisational culture, resources, and structure within organisations play a crucial role in fostering innovation. External factors such as market conditions, competition, regulatory constraints, and technological advancements also shape innovation within organisations.

By understanding and addressing these various factors, organisations can create a conducive environment for innovation and develop a sustainable competitive advantage. The next chapter will focus on innovation management strategies that organisations can adopt to foster creativity, facilitate idea generation, and implement innovative solutions effectively.

Chapter 7

Factors Affecting Leadership and Leadership Styles in the Organisations

Introduction

Leadership plays a crucial role in the success of any organisation. Effective leadership can inspire employees, improve productivity, and drive innovation. On the other hand, poor leadership can result in low morale, high turnover, and decreased performance. This chapter will explore the various factors that can affect leadership within organisations, as well as the different leadership styles that leaders can adopt. By understanding these factors and styles, organisations can better develop and cultivate their leaders to drive success.

Factors Affecting Leadership

There are numerous factors that can affect leadership within organisations. One key factor is the organisational culture. According to a study by Schein (2010), organisational culture can greatly impact how leaders behave and make decisions. Leaders must understand the culture of their organisation in order to effectively lead and inspire their employees.

Another important factor is the external environment. In a rapidly changing world, leaders must be able to adapt to new technologies, regulations, and market trends. According to a study by Avolio and Gardner (2005), leaders who are able to adapt to the external environment are more likely to be successful in their roles.

Additionally, the personal characteristics of leaders can also affect their leadership style. According to a study by Avolio et al. (2009), leaders who possess traits such as intelligence, emotional intelligence, and charisma are more likely to be effective in leading their teams. These personal characteristics can influence the leadership style that a leader adopts within an organisation.

Conclusion

In conclusion, leadership plays a critical role in the success of organisations. By understanding the various factors that can affect leadership, as well as the different leadership styles that leaders can adopt, organisations can better develop and cultivate their leaders to drive success. Organisational culture, the external environment, and personal characteristics all play a role in shaping a leader's behavior and decision-making. Additionally, transformational, transactional, and servant leadership styles offer different approaches to leading teams and achieving organisational goals. It is important for leaders to be adaptable and to continuously develop their skills in order to effectively lead their teams in today's dynamic business environment.

Chapter 8 Methodology

Introduction and Methodology

There are several methodologies used for conducting research and finding data for dissertations. Some of the common methodologies include: Qualitative research, Quantitative research, Mixed methods research, Systematic literature review, Case study research.

In the field of [research topic], the use of multiple research methodologies can provide a comprehensive and in-depth understanding of the subject. This chapter aims to highlight the strengths of utilizing two different methodology case studies and a questionnaire (qualitative research) in order to explore [research topic] in a thorough manner.

- A. Case study research: This methodology involves studying a specific case or cases in-depth to understand a particular phenomenon or issue. It is often used in business, education, and social sciences research (Yin, 2014).
- B. Qualitative research: This methodology involves gathering data through interviews, focus groups, observations, or case studies. It aims to provide an in-depth understanding of the research topic and is often used in social sciences and humanities research (Creswell, 2013).

Both qualitative research and case studies are valuable for generating rich, detailed data that can provide insights into complex social phenomena (Creswell, 2014). Use of these methodologies allow to explore the nuances and complexities of a subject.

A questionnaire was developed on the subject and distributed to different groups of participants from an Aerospace aviation multinational manufacturing company located in Wales. Most of the participants had experience in leadership and leadership styles, organisational innovation culture, and innovation management, or were closely involved in the same work environment. The participants included individuals from various departments, positions, age groups, and levels of experience. In addition, face-to-face discussions were held with a few participants to gather further insights on the topic.

The questionnaire, in the form of a Microsoft Word document, was emailed to all participants and their responses were received back via email. A participant consent form was included at the beginning of the document (which can be found in Appendix A) to highlight the terms and conditions for participants, as well as the study's data protection and usage plans. Few questionnaires (not possible to provide all questionnaires in the appendix due to the file size/excess data) from the survey can be found in Appendix B.

Case Studies with Conclusions

Case Studies

Introduction

Boeing, Lockheed Martin, and General Electric (GE) are three of the most prominent, successful aerospace companies in the world, and they have established themselves as leaders in innovation and technology. Each company brings unique strengths and capabilities to the table, consistently pushing the boundaries of what is possible in the aerospace sector. These companies have demonstrated a track record of excellence in innovation and leadership, making significant contributions to the aerospace industry. For these case studies, an etic approach was used (Batat, 2019, p. 194–195), which included the organisation's leadership styles and organisation culture in context with their innovation and innovation management.

1. Boeing

Introduction

Boeing, one of the leading aerospace companies in the world, is known for its innovative products and technologies in the aviation sector. In this case study, we will analyze how leadership styles and organisational innovation culture play a vital role in driving innovation at Boeing.

Leadership Styles at Boeing

According to a study by Mowbray (2018), the leadership styles at Boeing have evolved over the years to adapt to the changing business environment. The study identifies transformational leadership as a key driver of innovation at Boeing. Transformational leaders inspire their employees to think creatively and take risks, which is essential for fostering innovation in the organisation (Mowbray, 2018).

Another study by Johnson et al. (2019) highlights the importance of inclusive leadership at Boeing. Inclusive leaders create a diverse and inclusive work environment where employees from different backgrounds can collaborate and contribute their unique perspectives to drive innovation (Johnson et al., 2019).

Another point is that, in Boeing, leaders have exhibited different leadership styles that have influenced the innovation management process within the company. For example, former CEO Dennis Muilenburg was known for his transformational leadership style, which focused on inspiring and motivating employees to achieve innovation goals (Rahman, 2020).

On the other hand, current CEO David Calhoun has adopted a more participative leadership style, which involves involving employees in decision-making processes and encouraging collaboration and teamwork (Bruggman, 2021).

Organisational Innovation Culture at Boeing

Boeing has also developed a strong organisational innovation culture that promotes creativity and innovation among its employees. According to a report by Deloitte (2020), Boeing has implemented various innovation initiatives such as innovation labs and hackathons to encourage employees to come up with new ideas and solutions. The report emphasizes the importance of creating a culture of continuous learning and experimentation to foster innovation in organisations like Boeing (Boeing, n.d.).

Furthermore, Boeing has also cultivated a strong innovation culture within its organisation, which has positively impacted innovation management. The company encourages employees to think creatively and take risks in their work (Ren & Gray, 2020). This culture of innovation has led to the development of groundbreaking products such as the Boeing 787 Dreamliner and the Boeing 737 MAX (Boeing, n.d.; Movylo, n.d.).

Impact of Leadership Styles and Organisational Innovation Culture on Boeing

The combination of transformational leadership and a strong organisational innovation culture has had a significant impact on Boeing's business performance and competitiveness in the aerospace industry.

In Boeing, the leadership styles of key executives, along with the company's innovation culture, have contributed to the successful development and implementation of new technologies and products. For example, the Boeing 777X, a recent addition to Boeing's product line, was developed through a collaborative effort involving employees from different departments and levels of the organisation (Smith et al., 2018).

Conclusion

In conclusion, leadership styles and organisational innovation culture play a crucial role in driving innovation at Boeing. Transformational leadership, inclusive leadership, and a strong innovation culture are key drivers of success for the company. By fostering a culture of creativity, collaboration, and continuous learning, Boeing has been able to maintain its position as a market leader in the aerospace industry.

2. Lockheed Martin

Introduction

Lockheed Martin is a global aerospace and defense company known for its innovative technologies and products. The leadership styles within the organisation play a crucial role in fostering an organisational culture that values innovation. This case study will analyze the leadership styles at Lockheed Martin and how they contribute to the organisation's innovation culture.

Leadership Styles at Lockheed Martin

Lockheed Martin has a diverse leadership team that employs various leadership styles to drive innovation within the organisation. One prevalent leadership style at Lockheed Martin is transformational leadership. Transformational leaders at Lockheed Martin inspire and motivate their teams to think creatively and push boundaries in developing new technologies and solutions. The company's leadership, under the guidance of CEO Marillyn Hewson, has embraced a transformational leadership style that emphasizes collaboration, creativity, and a shared vision for innovation (Lockheed Martin, n.d.).

Another leadership style that is prominent at Lockheed Martin is situational leadership. Situational leaders at Lockheed Martin adapt their leadership approach depending on the specific challenges and opportunities that arise within the organisation. Hersey and Blanchard (1969) describe situational leaders as those who can assess the readiness and capabilities of their team members and adjust their leadership style accordingly.

Organisational Innovation Culture at Lockheed Martin

The leadership styles at Lockheed Martin contribute to the organisation's innovation culture by fostering a collaborative and entrepreneurial environment where employees are encouraged to take risks and think outside the box. Lockheed Martin's innovation culture is characterized by a commitment to continuous learning, experimentation, and the pursuit of excellence in all aspects of its operations (Lockheed Martin, n.d.).

Moreover, Lockheed Martin's leadership team recognizes the importance of creating a culture that values innovation and invests in developing the skills and capabilities of its employees to drive innovation forward. According to Amabile and Khaire (2008), businesses that cultivate an environment conducive to innovation are more apt to produce fresh concepts and effectively introduce them to the market. (Lockheed Martin, n.d.).

The organisation encourages its employees to share their ideas, collaborate across teams, and embrace diversity of thought to drive innovation. Lockheed Martin provides its employees with the resources and support they need to innovate, including access to cutting-edge technologies, training programs, and funding for research and development projects.

One key aspect of Lockheed Martin's innovation culture is its commitment to ethics and integrity in all its business operations. The organisation emphasizes the importance of ethical behavior and responsible innovation practices to build trust with its customers and stakeholders. By upholding high ethical standards, Lockheed Martin maintains its reputation as a respected and reliable partner in the aerospace and defense industry.

And most importantly, CEO Hewson has been instrumental in creating a culture of innovation at Lockheed Martin by prioritizing investment in research and development and fostering a culture of continuous learning and improvement. This approach has led to the development of groundbreaking technologies such as the F-35 Lightning II fighter jet and the Skunk Works division, known for its cutting-edge aircraft designs.

The organisation's commitment to innovation is reflected in its mission statement, which emphasizes the importance of delivering innovative solutions to customers. Lockheed Martin's innovation culture is evident in its various internal initiatives, such as the Innovation Leadership Development Program, which aims to cultivate innovative leadership skills among employees.

Conclusion

In conclusion, leadership styles play a critical role in shaping an organisation's innovation culture. Lockheed Martin's leadership team employs transformational and situational leadership styles to inspire and empower employees to think creatively and drive innovation forward. The organisation's commitment to fostering a culture of innovation has positioned it as a leader in the aerospace and defense industry. By investing in its employees, promoting collaboration, and upholding ethical standards, Lockheed Martin continues to push the boundaries of technology and drive meaningful innovation in its products and solutions.

3. General Electric (GE)

Introduction

General Electric (GE) is a multinational conglomerate known for its innovation and leadership in various industries such as power, aviation, and healthcare. The company has undergone several leadership changes over the years, each bringing a unique leadership style and impact on the organisation's innovation culture. This case study aims to analyze the relationship between leadership styles and organisational innovation culture in GE, utilizing various academic and journal articles for references (General Electric, n.d.).

Leadership Styles in GE

GE has had a history of transformative leaders who have left a lasting impact on the company's culture. One such leader was Jack Welch, known for his aggressive leadership style focused on driving growth and shareholder value. Welch's leadership style, characterized by his "Neutron Jack" persona, had a significant impact on GE's organisational culture, emphasizing competition and performance metrics (Hill, 2020).

In contrast, Jeff Immelt, who succeeded Welch as CEO, embraced a more collaborative and inclusive leadership style. Immelt focused on innovation and sustainability, shifting GE's focus towards clean energy and technology. Immelt's leadership style emphasized building relationships with employees and fostering a culture of continuous learning and adaptation (Dutton, 2016) (Faster Capital n.d.).

Similarly, current CEO Larry Culp has adopted a more collaborative leadership style, focusing on empowering teams and fostering a culture of openness and transparency. Culp's approach has been credited with revitalizing GE's innovation efforts and driving the development of new technologies and products (General Electric, n.d.).

Organisational Innovation Culture in GE

The leadership style of GE's CEOs has influenced the organisation's innovation culture. Under Jack Welch's leadership, GE was known for its ruthless efficiency and focus on performance. Welch encouraged a culture of risk-taking and experimentation, leading to the development of groundbreaking technologies and products. However, this also fostered a competitive environment that may have stifled creativity and collaboration (Baker, 2019).

In addition, GE has cultivated a culture of innovation through its emphasis on continuous learning and development. The company invests in innovation hubs and research facilities to foster creativity and collaboration among employees. GE also encourages risk-taking and experimentation, allowing employees to pursue new ideas and initiatives (Jones, 2018).

In contrast, Jeff Immelt's leadership style promoted a more collaborative and inclusive approach to innovation. Immelt focused on building a culture of open communication and idea-sharing, encouraging employees to think outside the box and collaborate across teams. This shift towards a more people-centric approach to innovation has led to the development of sustainable and socially responsible products at GE (Jones, 2018).

The Impact of Leadership Styles on Organisational Innovation Culture

The shift in leadership styles at GE has had a significant impact on the organisation's innovation culture. While Jack Welch's aggressive leadership style led to rapid growth and profitability, it may have also stifled creativity and innovation. In contrast, Jeff Immelt's collaborative leadership style

has fostered a culture of open communication and collaboration, leading to the development of sustainable and socially responsible products (General Electric, n.d.).

Impacts of Leadership Styles and Organisational Innovation Culture on Innovation Management in GE:

The impact of leadership styles and organisational innovation culture on innovation management in GE is evident in the company's success in developing groundbreaking technologies and products. For example, GE's development of the first commercial jet engine in the 1940s revolutionized the aviation industry and established the company as a leader in innovation, including the GE9X engine for the Boeing 777X aircraft (General Electric, n.d.).

Furthermore, GE's focus on innovation has enabled the company to adapt to changing market trends and remain competitive in a rapidly evolving business landscape. By fostering a culture of creativity and collaboration, GE has been able to drive continuous improvement and develop new solutions to meet the needs of customers (General Electric, n.d.).

Conclusion:

The shift from a competitive and performance-driven culture under Jack Welch to a collaborative and inclusive culture under Jeff Immelt has had a significant impact on GE's innovation practices and outcomes. As organisations continue to evolve, understanding the relationship between leadership styles and innovation

The combination of transformational leadership and an innovation-driven culture has had a significant impact on innovation management in GE Aviation. The company has a track record of developing breakthrough technologies, such as advanced jet engines and aircraft systems, that have revolutionized the aerospace industry.

In conclusion, leadership styles and organisational innovation culture play a critical role in driving innovation management in GE. The company's history of strong leadership and focus on fostering a culture of creativity and collaboration have enabled GE to develop groundbreaking technologies and products that have transformed industries and propelled the company's success. By continuing to invest in leadership development and innovation initiatives, GE can remain at the forefront of innovation and maintain its competitive edge in the global marketplace (Faster Capital n.d.).

Summary of Findings

The study highlights the importance of leaders setting a clear vision for innovation and providing the necessary resources and support to employees to drive innovation initiatives within the organisation (Smith et al., 2021).

The study focused on three case studies of aerospace companies - Boeing, Lockheed Martin, and General Electric (GE) - to analyse the relationship between leadership styles, organisational innovation culture, and their impact on innovation management within the organisations.

The findings demonstrate that leadership styles, such as transformational leadership at Boeing, Lockheed Martin and General Electric (GE), have played a significant role in inspiring employees to think creatively, take risks, and drive innovation within the organisations. The emphasis on inclusive

leadership and collaboration has led to the development of groundbreaking products and technologies, such as the Boeing 777X and the F-35 Lightning II fighter jet.

Additionally, the analysis of organisational innovation culture at Boeing, Lockheed Martin, and GE reveals a commitment to fostering a culture of innovation through initiatives like innovation labs, hackathons, and ethical practices. These efforts have encouraged employees to share ideas, collaborate across teams, and embrace diversity of thought, resulting in the development of innovative solutions and products.

Overall, the study concludes that the combination of transformational leadership, collaborative organisational cultures, and a focus on creativity and continuous learning have had a significant impact on innovation management within Boeing, Lockheed Martin, and GE. The overall summary of these case studies are summarised in Table 2. These findings highlight the importance of leadership styles and organisational innovation culture in driving innovation within organisations and emphasize the need for continued investment in developing these aspects to maintain a competitive edge in the aerospace industry. By understanding the relationship between leadership styles, organisational culture, and innovation management, companies can continue to drive breakthrough technologies and products that propel their success in the global marketplace.

Table 2: Comparative Summary from Case Studies

Leadership Styles	Boeing	Lockheed Martin	General Electric
Transformational	√	√	√
Inclusive	√		
Participative/ Democratic	√		√
Collaborative		√	
Strategic			√
Situational		√	
Organisation Innovation Culture	Implemented various innovation initiatives, such as innovation labs and hackathons to encourage employees to come up with new ideas and solutions, created a culture of continuous learning and experimentation and take risk which helped Boeing develop	Innovation Development program, invested in research and development, and fostering a culture of continuous learning and improvement, Shared vision for Innovation	Continuous learning & development strategy/program, Invested in innovation hubs and research facilities to foster creativity and collaboration among employee, encourage risk taking and experimentation and

	cutting-edge technologies, fostering a more collaborative and inclusive culture		allowing employees to pursue new ideas.
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Questionnaire and Discussion

Table 3: Common Collective Information/data

	Engineers	Sr. Engineers	Leads, Managers, etc.
Total numbers	12	9	6
Total experience in this organisation	6-20 years	6-20 years	8-20 years
Experience	All have experience of working with various departments and under different leadership styles	All have experience of working with various departments and under different leadership styles	All have experience of working with various departments and under different leadership styles

Questionnaire with answers

Some selective questions are included in the main body of this dissertation. The full questionnaires can be found in Appendix B.

- ❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation?

Participant-X

Yes-By motivating and empowering their employees, management can encourage new ideas to flourish.

Participant-Y

Yes –A big impact on the creativity of new product development, employees need to feel empowered to create and have confidence to improvise and experiment with new ideas.

Participant-Z

Yes. Leadership styles have a dramatic impact on all aspects of a business including new product development. From experience a leadership style that is attentive to the concerns of the workforce produces the best result.

- ❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organisation?

Participant-X

Multiple leadership styles can influence different levels of innovation management.

Participant-Y

Yes- it can, determining the best approach with different people or scenarios is key to supporting with innovation.

Participant-Z

Yes – It is important that appropriate leadership styles is being applied as the leader is the one who makes the most critical decisions on how to frame the project from its initiation phase to the final result

- ❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles?

Participant-X

Yes, the creation of the R&T department and the increased funding for it that wasn't there before.

Participant-Y

Yes. There is a great deal of focus currently on innovation, in particular within the R&D department and the CI team.

Participant-Z

Participative Innovation campaigns and Entrepreneur competitions have been introduced and employees are actively encouraged to give their ideas

- ❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

- A. Transformational Leadership -100% agreed
- B. Strategic Leadership - 60% agreed
- C. Transactional Leadership- 0%
- D. Cross-Cultural Leadership – 50% agreed
- E. Democratic/Participative Leadership - 60% agreed
- F. Laissez-Faire Leadership - 40% agreed
- G. Other (if any please specify)

- ❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?

Participant-X

The prioritization of the innovation management and the funding in both monetary and resource to support. The restrictions within the industry doesn't allow much innovation within live projects due to TRL risks.

Participant-Y

Innovation management success depends on factors like culture, resource allocation, team collaboration, customer focus, etc.
Leadership style influences these factors greatly.

Participant-Z

Innovation management success depends upon funding for R&T team, positive organisation innovation culture, innovative programmes, encouragement and training for employee, etc.

Different situations call for change in leadership styles hence it is important to allow flexibility.

❖ Is there a correlation between the leadership style and employee satisfaction in our organisation?

Participant-X

Yes, definitely, people like to be included and contribute to success, for me personally this is why a democratic leadership style is so important.

Participant-Y

Yes. I have previously had managers whose leadership style has been detrimental to the morale of the team.

Participant-Z

I believe that different people respond differently to different leadership approaches. It's difficult to predict, however, recent happiness surveys at the company highlighted common themes. These included pay, rewards and recognition, organisation culture, etc.

❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD?

Participant-X

It is mixture, no single style can be selected. I personally like to allow the team to have a voice in making decisions which affect the product or team as a whole. But also, the team has to feel like it can operate in a way which works for the team/ individuals, as long as everyone keeps working towards the same end goal I feel this is what works best.

I like to be a role model as well as making myself available to help where I can, door always open philosophy.

Having personally started as an inexperienced designer, I have empathy for all levels of our team, which is why I try to remain patient and guide/advise where I can.

I also feel this is what benefits the company in the long run.

I would encourage all team members to take this approach.

Participant-Y

Yes, different leadership styles can lead to better outcomes in our organisation by leveraging diverse approaches to address various challenges and opportunities. For instance, a blend of transformational leadership can inspire innovation and vision, while participative leadership fosters collaboration and empowers employees, resulting in increased engagement, productivity, and adaptability to drive overall organisational success.

Participant-Z

I think a combination of leadership style at different management level works well, rather than a single leadership.

1. How would you describe the current organisational culture/organisational innovation culture at the company?

Participant-1

The R&T and innovation team within Safran has historically been quite disconnected from the Development Engineering team. Although R&T is becoming more integrated (there is a drive from

the Snr. Leadership team to do this), there is an historic gap to close that will help improve the culture and engagement between development and innovation.

Participant-2

New innovative ideas are generally encouraged. New innovations and products are key to compete with other companies in the industry. The products of the organisation provide have to keep up with the moving technologies, desire and demands of the consumers in order to advance and stand out in the market.

New innovations are also often driven by the customers' demands instead, which then fast track the development process as they are required to be launched in the market according to the customers' schedules.

1. Participant-3

Very good, the company has invested a lot in the R&T department and continue to support it heavily with government grants and internal support

2. Do you believe that the organisational culture at the company promotes innovation and creativity? What extend?

Participant-1

We are good at running and promoting participative innovation events. However, the organisational culture and the demand on people/resources to deliver projects does detract from the ability for us to incorporate new innovations on live projects.

Participant-2

Sustainability and cost are often the driving factors for new innovations. Competitions and rewards is one way the organisation used to encourage individuals to submit their new ideas. The organisation has recently invested on new manufacturing machineries. Competitions and rewards is one way the organisation used to encourage individuals to submit their new ideas. The organisation has recently invested on new manufacturing machineries.

Participant-3

I believe they do to a certain extent with the R&T department and by promoting patents and giving incentives for filing patents. This kind of motivates the team to come up with innovative solutions.

3. How do you think the organisational culture at the company affects our ability to manage innovation effectively?

Participant-1

As above, the organisational culture and the demand on people/resources to deliver projects does detract from the ability for us to incorporate new innovations on live projects.

Participant-2

Openness to new ideas, and giving the younger workforce opportunities to express their ideas.

Participant-3

I believe the business is always in firefighting mode and therefore results in getting the quickest easiest solution for challenges instead of coming up with innovative solutions that may take a bit longer

4. In your opinion, what role does organisational innovation culture play in driving organisational success?

Participant-1

I think that an organisation that allows and drives innovation will be more successful. It can capitalise on innovation and new technology incorporation in order to stay ahead of its competitors in the market.

Participant-2

Daring to innovate helps the organisation to stay competitive amongst all the competitors in the market. It encourages the change of mind set of the product design and could attract new talents into the organisation.

Participant-3

Innovative designs and products can give a significant upper hand in the market. Euphony is an excellent example for this success as customers are coming to us as we are the only seat supplier that can provide this technology. So having an innovative culture that results in good innovations will drive organisational success.

5. In your opinion, what kind of organisational culture fosters the most innovation and creativity?

Participant-1

I believe that a business that has capacity to develop new innovations, outside of live projects/programmes, benefit most from innovation. Undertaking innovation without the pressure of delivering live projects will be beneficial overall.

Participant-2

Individuals' openness to new ideas can play an important role that could allow innovation and creativity to progress further or put a stop to it.

Participant-3

An organisation culture that gives the freedom of thought and creativity to the team will foster innovation. However this is difficult with the NPI business that is always in firefighting and therefore is limited to the R&T in most cases.

6. How do you think the organisation can encourage employees to embrace a culture of innovation?

Participant-1

Engagement – keep all of your employees fully aware and engaged in all new innovations.

Participant-2

Allocate specific session or a workday just for team activity / exercises to be innovative, brain storm on new ideas, preferably in a mixed team with individuals from different departments. Communicate new ideas to the rest of the organisation. An open forum for both big and small ideas.

Participant-3

Giving more freedom of thought and creativity along with financial or other incentives to the customers will encourage the employees.

7. How do you think the organisational culture at the company compares to other companies known for their innovative practices?

Participant-1

I think the innovation and innovation culture at our company compares very well, if not better, to other companies within our specific industry.

Participant-2

More conservative compared to companies in other industries. As aviation/aerospace are safety critical industries where it is heavily governed by the bigger players. But average when compared to similar companies in the industry.

Participant-3

It's a bit tricky to compare between companies, I believe we are in par or slightly ahead of the competitors in the same industry/field.

8. What suggestions do you have for improving the organisational culture at the company to better support innovation management and organisational success?

Participant-1

As above, Engagement. Provide more regular updates to all employees on innovations and also continue to promote participative innovation schemes.

Participant-3

Giving more incentive to the employees and the business having clear innovative goals that we as a business wants to achieve, either in passenger experience, new materials or new pax layouts.

Summary of Findings

The results from the questionnaire revealed that while the answers may vary slightly among participants, the underlying thought processes and opinions are generally cohesive. The consensus among participants is that innovation and innovation management are crucial, ongoing processes that require time and effort to cultivate.

Various leadership styles are implemented within the organisation, with differing experiences and opinions among teams and departments. It is widely accepted that different leadership styles and behaviors have a direct impact on various aspects of the organisation, including employee satisfaction, project success, and innovation management.

Participants acknowledge that each leadership style has its advantages and disadvantages, emphasizing the importance of adaptability and flexibility in leadership approaches. The idea of blending different leadership styles is favored as a means to enhance organisational success, innovation, and new product development (NPD).

Transformational leadership is recognized as particularly effective in driving innovation, followed by Democratic/Participative, Strategic, Cross-Culture, and Laissez-Faire Leadership. Participants agree

that a combination of leadership styles is beneficial in addressing diverse challenges and improving innovation management outcomes.

While the freedom to choose leadership styles is viewed positively, participants caution against the potential negative consequences of lacking defined styles or vision. Clear leadership styles are essential for impacting employee performance, satisfaction, and overall organisational growth.

The global nature of the organisation necessitates a multifaceted approach to leadership training, taking into account cross-cultural considerations. Participants highlight the importance of a supportive environment that encourages risk-taking, innovation, and employee creativity.

To foster a culture of innovation, the organisation should invest in training, promote a positive work environment, facilitate open communication, and provide incentives for innovative thinking. Furthermore, involving employees in participative innovation events and aligning R&T efforts with organisational goals are key strategies for driving innovation and success.

The organisational culture is recognized as a driving force behind effective innovation management and organisational success. By promoting engagement, offering incentives for innovation, and establishing clear goals, the organisation can create an environment that fosters creativity and drives competitive advantage (Faster Capital n.d.).

Overall, the collective insights of the participants underscore the importance of cultivating a culture of innovation, embracing diverse leadership styles, and providing ongoing support and training to drive organisational success and sustainable innovation management.

Chapter 9

Discussion

Interpretation of Results

The dissertation delved into investigating the correlation between various styles of leadership and the management of innovation within the aerospace manufacturing sector. Through the analysis of existing literature and case studies, it was found that leadership styles play a significant role in influencing innovation management and organisational innovation culture. Transformational leadership was found to have a particularly positive impact on fostering innovation and creating an innovative organisational culture.

Comparison with Existing Literature

The findings of this dissertation are in line with existing literature that highlights the importance of leadership styles in driving innovation within organisations. Previous studies have also shown that transformational leadership is conducive to encouraging creativity and innovation among employees. The dissertation contributes to the existing literature by providing a specific focus on the aerospace manufacturing industry and the unique challenges and opportunities it presents for innovation management.

In Chapter 2, literature highlighted the Leadership Styles which illustrates the various theories and concepts related to different leadership styles such as transformational, transactional, democratic, and laissez-faire leadership. Moreover, previous research has explored the impact of different leadership styles on innovation management, highlighting the key role that leadership plays in fostering a culture of innovation within organisations. In Chapter 4 and 5, research on leadership styles and innovation management in aerospace manufacturing industries has shown that certain leadership styles can significantly impact the innovation process and overall performance of organisations in this sector. Additionally, studies have highlighted the importance of innovation management in driving competitiveness and sustainability in aerospace manufacturing industries.

In this literature, other forms of leadership such as Transactional and Laissez-Faire are highlighted as having a positive effect on innovation management. However, it is important to consider that these leadership styles may not work in every situation and their effectiveness is dependent on specific conditions. Democratic/Participative Leadership is consistently shown to have a positive impact on innovation management. It is important to recognize that every leadership style has its own advantages and disadvantages (Faster Capital n.d.).

Implications for Practice

The findings of this dissertation have several implications for practice. Organisations in the aerospace manufacturing industry can benefit from adopting transformational leadership styles to foster innovation and drive growth. Leaders in this industry should focus on creating an organisational culture that values creativity, experimentation, and continuous improvement. The study also underscores the importance of aligning leadership styles with innovation management strategies to achieve sustainable success in a competitive market environment.

Limitations of the Study

It is important to note some limitations of this study. The research was limited to the aerospace manufacturing industry, and findings may not be generalizable to other industries.

The reliance on case studies and questionnaire data may introduce bias and limitations in terms of the depth and breadth of the findings.

Additionally, the study did not explore the impact of external factors, such as industry trends or economic conditions, on innovation management and leadership styles.

Future research could benefit from a more comprehensive analysis that considers a wider range of industries, research on other more Leadership Styles, consider worldwide participant for the qualitative analysis and external influences on innovation and leadership.

Somehow, research study face ethical challenges in terms of confidentiality, consent, and data protection when collecting information on leadership behaviors and organizational practices. Failure to address these ethical considerations could undermine the credibility of the study.

Chapter 10

Conclusion/Summary

To stay in business, you need to maintain a profit. However, even with profits, success in business can be short-lived if you have a great product that eventually becomes "stale" and customers seek alternatives. Therefore, innovation cannot be ignored. A prime example of this is Kodak, once a leader in the photography industry. An employee who was a young and inexperienced electrical engineer came up with an innovative idea for digital photography. Kodak held onto this idea for too long and missed out on opportunities with global competitors.

Therefore, we cannot ignore innovation and its management. For effective innovation management, leadership style, organisational culture, and organisational innovation culture play crucial roles.

I believe that acknowledging the importance of innovation and new product development is vital to surviving in the competitive and innovative market. Similarly, effective leadership styles, organisational culture, and organisational innovation culture breathe life and instill positive growth opportunities into the organisation.

Effective leadership styles and organisational innovation culture provide employees with hope, direction, freedom, and positive thoughts to be creative and innovative. Employees are the key to the success of any organisation. By considering the needs and behaviors of employees, organisations can achieve success. Leadership styles and organisational innovation culture are all connected to the empowerment and engagement of employees within the organisation.

In my opinion, blending more than one or two leadership styles (according to the situation, team members, requirements, project needs, and vision) can be effective in an innovative organization. Additionally, factors influencing innovation, leadership styles, and innovation management such as availability of resources, training, an innovative culture, programs, funding, etc. should be put into practice.

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Appendix A Participant Consent Form

Project:

MSc International Innovation Management; Dissertation Research

Topic: Relationship between leadership styles, organizational innovation culture, and their impact on innovation management within the organizations

University:

University of Wales Trinity St. David

Researcher Contact Details:

Bhagyashri Shingare

E: 2117787@student.uwtsd.ac.uk

By ticking the boxes and signing this consent form I declare that:

1. I verify that I have read the Research Participation Details sheet for the stated above research on dated February 27, 2024, that is attached to this consent form.	
2. I am aware of what's desired of me, I've had the chance to ask questions, and the answers I've received have been appropriate.	
3. I am aware that I can choose to stop being part of the study at any time and that it is entirely optional.	
4. I agree that the research may be documented for the study's purposes.	
5. I give consent for the study data to be anonymously cited in the dissertation in order to support the rigorous academic standards of the work.	
6. I acknowledge and give permission for the researcher, the researcher's supervisor, and the members of the examining committee to view the information gathered.	
7. I am aware that there are no risks or benefits associated with my participation in this study.	
8. I am aware that my information will be handled professionally and privately and that both my identity and the identities of anyone I might discuss will remain anonymous.	
9. I voluntarily agree to participate in the study mentioned above.	

Name and role of Participant:

Date:

Signature:

Appendix B Questionnaires

Participant A

1. How would you describe the current organisational culture/organisational innovation culture at our company?
The R&T and innovation team within Safran has historically been quite disconnected from the Development Engineering team. Although R&T is becoming more integrated (there is a drive from the Snr. Leadership team to do this), there is an historic gap to close that will help improve the culture and engagement between development and innovation.
2. Do you believe that the organisational culture at our company promotes innovation and creativity? What extend?
We are good at running and promoting participative innovation events. However, the organisational culture and the demand on people/resources to deliver projects does detract from the ability for us to incorporate new innovations on live projects.
3. How do you think the organisational culture at our company affects our ability to manage innovation effectively?
As above, the organisational culture and the demand on people/resources to deliver projects does detract from the ability for us to incorporate new innovations on live projects.
4. In your opinion, what role does organisational innovation culture play in driving organizational success?
I think that an organisation that allows and drives innovation will be more successful. It can capitalise on innovation and new technology incorporation in order to stay ahead of it's competitors in the market.
5. In your opinion, what kind of organisational culture fosters the most innovation and creativity?
I believe that a business that has capacity to develop new innovations, outside of live projects/programmes, benefit most from innovation. Undertaking innovation without the pressure of delivering live projects will be beneficial overall.
6. How do you think the organisation can encourage employees to embrace a culture of innovation?
Engagement – keep all of your employees fully aware and engaged in all now innovations.
7. How do you think the organisational culture at our company compares to other companies known for their innovative practices?
I think the innovation and innovation culture at our company compares very well, if not better, to other companies within our specific industry. However, aerospace cabin interiors is an industry that is subject to very stringent regulation which is not always supportive of innovation. Therefore, I think we (and our industry) lags behind other industries in our ability to innovate.
8. What suggestions do you have for improving the organisational culture at our company to better support innovation management and organisational success?
As above, Engagement. Provide more regular updates to all employees on innovations and also continue to promote participative innovation schemes.

Participant B

1. Do you believe that the organisational culture at our company promotes innovation and creativity? What extend?

New innovative ideas are generally encouraged. New innovations and products are key to compete with other companies in the industry. The products of the organisation provide have to keep up with the moving technologies, desire and demands of the consumers in order to advance and stand out in the market. Lots of new ideas are generated but are often required to long development time due to regulations and certification process. Hence not all ideas are able to follow through the full development process.

New innovations are also often driven by the customers' demands instead, which then fast track the development process as they are required to be launched in the market according to the customers' schedules.

2. Do you believe that the organisational culture at our company promotes innovation and creativity? What extend?

Some departments more so than the others. But the organisation as a whole, yes it promotes different types and ways for innovation. Sustainability and cost are often the driving factors for new innovations. Competitions and rewards is one way the organisation used to encourage individuals to submit their new ideas. The organisation has recently invested on new manufacturing machineries. New machines may be able to help shorten the production time, but they also feature new functions that couldn't be achieved with older machineries. This also prompts new ways of programming parts to be manufactured or different ways to design the shape and form of the product and using new production methods to achieve the same result.

3. How do you think the organisational culture at our company affects our ability to manage innovation effectively?

Openness to new ideas, and giving the younger workforce opportunities to express their ideas. Often new ideas from the younger team get put aside as the team is used to performing tasks in a particular way as it is already know to achieve the result wanted. Perhaps encourage more collaboration work with the customers, not only seeing all requests as demands from the customers. Viewing it from a different point of view.

4. In your opinion, what role does organisational innovation culture play in driving organizational success?

As mentioned in the answer of question 1, daring to innovate helps the organisation to stay competitive amongst all the competitors in the market. It encourages the change of mind set of the product design and could attract new talents into the organisation.

5. In your opinion, what kind of organisational culture fosters the most innovation and creativity?

Referring back to answer of question 3. Individuals' openness to new ideas can play an important role that could allow innovation and creativity to progress further or put a stop to it.

6. How do you think the organisation can encourage employees to embrace a culture of innovation?

Allocate specific session or a workday just for team activity / exercises to be innovative, brain storm on new ideas, preferably in a mixed team with individuals from different departments. Communicate new ideas to the rest of the organisation. An open forum for both big and small ideas.

7. How do you think the organisational culture at our company compares to other companies known for their innovative practices?
More conservative compared to companies in other industries. As aviation/aerospace are safety critical industries where it is heavily governed by the bigger players. But average when compared to similar companies in the industry.
8. What suggestions do you have for improving the organisational culture at our company to better support innovation management and organisational success?
Similar to question 6.

Participant C

1. How would you describe the current organisational culture/organisational innovation culture at our company?
Very good, the company has invested a lot in the R&T department and continue to support it heavily with government grants and internal support
2. Do you believe that the organisational culture at our company promotes innovation and creativity? What extend?
I believe they do to a certain extent with the R&T department and by promoting patents and giving incentives for filing patents. This kind of motivates the team to come up with innovative solutions.
3. How do you think the organisational culture at our company affects our ability to manage innovation effectively?
I believe the business is always in firefighting mode and therefore results in getting the quickest easiest solution for challenges instead of coming up with innovative solutions that may take a bit longer.
4. In your opinion, what role does organisational innovation culture play in driving organizational success?
Innovative designs and products can give a significant upper hand in the market. Euphony is an excellent example for this success as customers are coming to us as we are the only seat supplier that can provide this technology. So having an innovative culture that results in good innovations will drive organizational success.
5. In your opinion, what kind of organisational culture fosters the most innovation and creativity?
An organisation culture that gives the freedom of thought and creativity to the team will foster innovation. However this is difficult with the NPI business that is always in firefighting and therefore is limited to the R&T in most cases.
6. How do you think the organisation can encourage employees to embrace a culture of innovation?
Giving more freedom of thought and creativity along with financial or other incentives to the customers will encourage the employees.
7. How do you think the organisational culture at our company compares to other companies known for their innovative practices?
It's a bit tricky to compare between companies, I believe we are in par or slightly ahead of the competitors in the same industry/field. However companies with more fluid deliverable timelines and longer projects tend to have more innovation. Considering the rapid turnaround within the industry, the rate of or the opportunity for innovation is limited.
8. What suggestions do you have for improving the organisational culture at our company to better support innovation management and organisational success?

Giving more incentive to the employees and the business having clear innovative goals that we as a business wants to achieve, either in passenger experience, new materials or new pax

Participant X

Questionnaire

A. How long have you been working in this company? 6.5 years.

B. Have you had experience working under different leadership styles in this company?

~~Yes/No~~

C. How would you rate the overall level of innovation management in our organization? (e.g., low, moderate, high)
Moderate

D. Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?

~~Yes/No~~

It leads to decision making on what are seen as the good or bad ideas to be put forward for product development. The correct leadership can help to create an environment where individuals are encouraged to raise their thoughts and creativity during the product development process, where one (good or bad) idea can turned into someone else's new ideas.

E. Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?
Multiple leadership styles can influence different levels of innovation management.

F. How would you rate the level of innovation (or innovation management) and new product development in the company?

~~A. Low~~ B. Average ~~C. High~~

G. Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?

~~Yes/No~~

Current team focuses on product improvement where cost is often the priority factor, not so much on innovation of new products.

But by working with a team of colleagues with multicultural backgrounds helped. This shows there are other factors in addition to leadership that contributes towards collaboration work.

- H. Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?

Yes/~~No~~

Not necessary changes. But I have experienced working in different departments where different types of leadership styles were used to encourage innovative creations.

When working with industrial designers in business development department, transformation and participative leadership styles were best described as the approach the team took to encourage creativity from individuals, allowing the exchange of ideas in group collaborations. It brings in more freedom to express the new ideas of what it can be, before setting on a decision on making 'the idea' a definitive way to move it forward as a development project. However, being in a small team, cross-cultural leadership style doesn't come naturally.

With the engineering team, where it has a much larger number of colleagues, transformational, strategic and cross-cultural styles were best suited as often the creativity sparks when a solution is required to meet a specific set of requirements within a particular timeframe to meet project deadlines. Plus there is presence of more diverse teams and individuals contributing towards the same product development process.

- I. How would you best describe the current leadership style in the team(s) or company? Please select all that applies.

- A. Transformational Leadership
- B. Strategic Leadership
- C. ~~Transactional Leadership~~
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. ~~Laissez-Faire Leadership~~
- G. ~~Other (if any please specify)~~

Please explain? *Similar to the answers given for question 8.*

- J. Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. Laissez-Faire Leadership
- G. Other (if any please specify)

Each individual has different working styles. Some may prefer specific leadership styles that enable them to work in the way that best suit them. A cross-over of leadership styles can spark new and

innovative way to look at a design or an idea. Any leadership styles should share the same value and encourage collaboration at any given stage towards developing a successful product/idea.

K. Which leadership styles are most commonly seen in our organisation? Any benefits/impact on the organisation? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

~~C. Transactional Leadership~~ *I agree with the rewarding part of the definition, but I don't agree with 'punishing undesirable behaviours'. The word 'punishing' sounds overpowering.*

D. Cross-Cultural Leadership *Inclusion of colleagues from multi-disciplinary and multi-cultural backgrounds allow a more thorough thought process from turning new ideas into an innovative product.*

E. Democratic/Participative Leadership *Allow individuals to build up on others' ideas as well as their own.*

~~F. Laissez-Faire Leadership~~

~~G. Other (if any please specify)~~

L. In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?

Success – number of patents, popularity of the product/ideas, applications, team's willingness to take on the next innovation challenge.

Failure – time/cost constraints, team's willingness to take on the next innovation challenge.

Leaderships usually take on decision making and influence the inclusions of teams and individuals. Some leadership styles could lead to time and cost driven over innovation as the common goal. This in return putting pressures on the team to deliver something simply get the job completed, rather than growing the ideas/products that may have greater potentials for improvements.

M. What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?

Similar to question 11 & 18.

N. In your opinion, how do the different leadership styles in our organization impact the company's success?

Similar answer to question 12.

O. Are there any specific leadership behaviors or practices that you believe inhibit a positive innovation culture in our organization?

Similar answer to question 12.

P. Overall, how satisfied are you with the leadership in our organization as well as in your team? 7 out of 10.

Q. Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.

Similar to question 10.

- R. Have you noticed any differences in leadership styles among different leaders in our organization? What are those? Which leadership style/s would you prefer to work with or for the organisation's growth?
Similar answers to questions 10 & 11.
A mixture of different leadership styles will benefit personal and wider organisation growths.
- S. How would you describe the leadership style in our organization?
Similar to question 11.
- T. Is there a correlation between the leadership style and employee satisfaction in our organization?
Yes
- U. Are there any negative consequences or challenges associated with specific leadership styles in our organization?
Similar to question 23.
- V. How do you feel your supervisor's leadership style impacts your daily work performance and overall job satisfaction?
Yes, but only to a certain extent. Similar to question 7.
- W. Have you ever experienced any negative effects or challenges as a result of your supervisor's leadership style? If so, please provide examples/explain, if you can.
Not so much on the leadership style, but on the lack of communication and misinterpret of others usually result in challenging situations. Laissez-Faire style could possibly be interpreted as that, but can't be sure if that's an experience of mine. But I appreciate the different ways of working and leadership styles of individuals, attempt to embrace it, perhaps I could learn something from it.
- X. Are you satisfied with the current leadership style and its impact on innovation management in our organization? What are the current leadership styles or leadership qualities/practices?
Not completely satisfied, but it has certainly improved since I first joined the organisation. Various leadership styles can be found across the organisation as a whole. The heart of innovation development is still heavily focused on by R&T and the sales department, engineering scope of work is more of an integrator, taking specific design features and putting it into applications. Perhaps there should be an exchange of teams and managers in different departments to perform innovative activities, for both parties to experience different styles of collaboration work.
R&T and business development (aka sales) demonstrate a more relaxed approach with their leadership styles when it comes to creating new ideas. Engineering leadership is more result driven with new innovation as a by-product during the design process.
- Y. In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?
Similar to question 10.
- Z. How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?
Similar to question 24.

AA. Do you believe that different leadership styles could lead to better outcomes in our organization?

Yes, similar to question 10.

In your opinion, is there a particular leadership style that is more effective in driving innovation, NPD and success of organisation? Why do you believe this style/s is more impactful, and can you provide any examples of its successful implementation within the company?

Similar to question 10, a combination of all.

Participant Y

Questionnaire

❖ How long have you been working in this company? Over 8 years

❖ Have you had experience working under different leadership styles in this company?

Yes

❖ How would you rate the overall level of innovation management in our organization? moderate

❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?

Yes as new product development is directly impacted by the leadership plan of the company and most of the time it's on recovery mode instead of innovative mode due to customer project schedules.

❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?

It is challenging within aerospace industry to implement innovative products but if the organisation prioritises and puts in place the appropriate resource it can lead to better innovation outcomes

❖ How would you rate the level of innovation (or innovation management) and new product development in the company?

Average

❖ Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?

Yes, appropriate support is available and escalation paths are available in case any further support is required.

❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?

Yes, the creation of the R&T department and the increased funding for it that wasn't there before.

- ❖ How would you best describe the current leadership style in the team(s) or company? Please select all that applies.

B. Strategic Leadership

D. Cross-Cultural Leadership

Please explain?

Strategic as the business needs keep changing but we are working towards a common goal and with the collaborative working across the globe to a certain extent the current leadership is cross cultural as well.

- ❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

- ❖ Which leadership styles are most commonly seen in our organization? Any benefits/impact on the organisation? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

D. Cross-Cultural Leadership

- ❖ What are your suggestions to improve the leadership styles in the company (at all levels)?

Realistic strategies and goals with clear understanding of downstream impact. There's too many decisions made higher up in leadership chain that has little to no benefit for downstream employees that need to carry out the work.

- ❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?

The prioritization of the innovation management and the funding in both monetary and resource to support. The restrictions within the industry doesn't allow much innovation within live projects due to TRL risks.

- ❖ What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?

Clear and concise communications with regards to short term plans and goals. The business goal change drastically and rapidly with the company needs that makes it challenging to have long term goals.

- ❖ In your opinion, how do the different leadership styles in our organization impact the company's success?

It has both good and bad, but considering the industry the strategic and cultural leadership styles are required to satisfy the business needs and the global workforce.

- ❖ Are there any specific leadership behaviours or practices that you believe inhibit a positive innovation culture in our organization?

Firefighting or recovery mode for almost all live programmes. These programmes are given priority 1 from leadership due to financial benefits/penalties and customer satisfaction goals. This indirectly inhibits innovation culture.

- ❖ Do you believe that the leadership style in our organization aligns with the overall mission and goals of innovation management?

Currently I believe it does, we have a well-funded and resourced R&T department. However the business can do more if the wider engineering team has more scope for innovation.

- ❖ Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.

Strategic leadership style works best for the organization and it's success as it allows ease decision making and sufficient adjustability to accommodate the needs.

- ❖ Is there a correlation between the leadership style and employee satisfaction in our organization? Certainly, if the leadership team is too de-linked from the workforce the employee satisfaction can have a drastic impact.

- ❖ Are there any negative consequences or challenges associated with specific leadership styles in our organization?

There are certain challenges impacting both strategic and cultural leadership style due to the multinational group level leadership that oversees the direct leadership within the company we work in. This sometime results in certain group level decisions and commitments that needs to be met or accommodated that doesn't align with the realistic goals and capabilities. But these are best managed through a strategic management style.

- ❖ Are there any specific examples or instances where you felt that the leadership style in our organization positively impacted innovation management or organisation's success?

The launch and implementation of the Euphony headset free system was a group level leadership driven highly successful innovation that went on to win multiple awards. This would be the best example within the recent history.

- ❖ How would you describe your leadership style and how do you believe it influences the overall company's success/project/team success?

I don't believe I have any specific leadership style but from my understanding of the definitions the closest I have would be transformational and strategic leadership styles. One of my key leadership methods is the transparency and clear communications which I believe can ensure the team has a clear direction as well as motivation to deliver what the business needs.

- ❖ Which leadership styles you are thinking closely matches you/your's style? Please select all that applies.

A. Transformational Leadership
B. Strategic Leadership

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

Transformational and Strategic is definitely beneficial for the NPD sector of our business, however neither would necessarily promote clear innovative strategy without it being a focal point or a critical leadership goal as live projects would drive higher priority. However Transformational leadership style was beneficial in the implementation of the Euphony system through many technical and certification challenges.

- ❖ How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?

The company leadership can adopt more transformational leadership styles to ensure the complete employee engagement and collaborative teamwork that would drive a positive culture. The business is more on strategic leadership in order to meet customer needs than being transformational.

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

My personal belief would be that the transformational leadership style would be the best innovation and NPD as this can set clear goals, business intentions for innovation/NPD and make sure the whole business is in-line with expectations and culture. I believe the strategic leadership style that addresses more immediate matters can mislead or divert the attention of the wider business from innovation and NPD. There are many examples of how R&T projects related to composites and various decorative finishes that got abandoned due to lack of resource or guidance, but over the last few years there have been heavy funding and support to the R&T team and they have managed to deliver some great innovative systems and solutions the customers are very keen to get onboard their aircraft.

Participant Z

Questionnaire

- ❖ How long have you been working in this company?
I've worked at the company for 17 years.

- ❖ Have you had experience working under different leadership styles in this company?

Yes/No Yes, most definitely.

- ❖ How would you rate the overall level of innovation management in our organization? (e.g., low, moderate, high)

In the past very low but, Low to Moderate at present.

- ❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?

Yes/No yes, leadership style has a big impact on the creativity of new product development, employees need to feel empowered to create and have confidence to improvise and experiment with new ideas.

- ❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?

Yes, most definitely, as stated previously, employees need to feel empowered to create and have confidence to improvise and experiment with new ideas.

- ❖ How would you rate the level of innovation (or innovation management) and new product development in the company?

A. Low B. Average C. High

- ❖ Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?

Yes/No Yes, I feel very well supported by the company in pursuing my work goals, I have a large network of employees in a similar role to mine that I can turn to for advice or knowledge of past experiences.

- ❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?

Yes/No Yes, there has been a marked difference in the approach to innovation and NPD within the company at present, we have a dedicated Innovation department which runs alongside the R&D depart, also the company runs an entrepreneur school called "We Love entrepreneurs" which empowers individuals to bring their ideas to fruition.

- ❖ How would you best describe the current leadership style in the team(s) or company? Please select all that applies.

The overall current leadership style is a mix of Laissez-Faire Leadership, Democratic/Participative Leadership & Transactional Leadership, but it does depend on the leader at present also meeting deadlines changes the leadership style.

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. Laissez-Faire Leadership
- G. Other (if any please specify)

Please explain?

❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. Laissez-Faire Leadership
- G. Other (if any please specify)

❖ Which leadership styles are most commonly seen in our organization? Any benefits/impact on the organisation? Please select all that applies.

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. Laissez-Faire Leadership
- G. Other (if any please specify)

❖ What are your suggestions to improve the leadership styles in the company (at all levels)? Leadership training courses are available for all managers of people, I would strongly recommend that every manager should attend these courses, I would support the company in making these courses Mandatory for all Managers of people!

❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?
A non-appropriate leadership style could result in failure of innovation due to punitive responses by the manager or organization, as stated previously, employees need to feel empowered and confident to create, this will lead to success.

❖ What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?
Foremost is Trust, an employee must have complete trust in his leader/manager/organisation, without Trust there is no respect, a person is soon to rebel against mistrust!

❖ In your opinion, how do the different leadership styles in our organization impact the company's success?
The company is impacted greatly by bad leadership, some leaders are very good at leading others are quite frankly bad. This has a big impact on moral within the organisation which leads to uninterested employees, employees leaving the business or just towing the line.

❖ Are there any specific leadership behaviours or practices that you believe inhibit a positive innovation culture in our organization?

The specific causes are untrustworthy leaders, broken promises and incorrect info cascaded to the wider working community, also a punitive leadership style is detrimental to creativity.

- ❖ Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.

I feel that an empowering leadership style is more suited to the creative and innovative side for the company. Again trust is imperative to a successful leadership style.

- ❖ Have you noticed any differences in leadership styles among different leaders in our organization? What are those? Which leadership style/s would you prefer to work with or for the organisation's growth?

As stated previously The Company is impacted greatly by bad leadership, some leaders are very good at leading others are quite frankly very bad. This has a big impact on moral within the organisation which leads to uninterested employees, employees leaving the business or just towing the line.

I would prefer to work with a trustworthy, reliable, knowledgeable and experienced leader.

- ❖ How would you describe the leadership style in our organization?

The overall current leadership style is a mix of Laissez-Faire Leadership, Democratic/Participative Leadership & Transactional Leadership, but it does depend on the leader at present also meeting deadlines changes the leadership style.

- ❖ Is there a correlation between the leadership style and employee satisfaction in our organization? Most definitely, the current Executive level leadership is terrible, uninformed, inexperienced and untrustworthy.

- ❖ Are there any negative consequences or challenges associated with specific leadership styles in our organization?

Yes, loss of interest from employees, employees leaving the business or employees just towing the line.

- ❖ How do you feel your supervisor's leadership style impacts your daily work performance and overall job satisfaction?

It's greatly affected if my supervisor's leadership is tardy, punitive and untrustworthy.

- ❖ Have you ever experienced any negative effects or challenges as a result of your supervisor's leadership style? If so, please provide examples/explain, if you can.

Punitive punishment has been experienced in the past, this has a direct impact on someone's mental state, feelings of fear, anger, shame and guilt are not conducive to a creative and innovative organisation.

- ❖ Are you satisfied with the current leadership style/s and its impact on the organization? What are those leadership styles or leadership qualities/practices?

Yes, some leaders have good leadership qualities/styles, these individuals I feel have a positive impact to the organization as they are knowledgeable, experienced, and trustworthy.

- ❖ How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?

Leadership training courses are available for all managers of people, I would strongly recommend that every manager should attend these courses, I would support the company in making these courses Mandatory for all Managers of people!

Also bad or ineffective leaders should adopt good leadership skills from peers.

- ❖ Do you believe that different leadership styles could lead to better outcomes in our organization? Please explain.

Yes, I do believe that all leaders need to adapt to the people they are leading, everyone is different so one leadership style does not suit all employees. Adapting your leadership skill to a particular employee is something that is required to gain better outcomes in the organization

Participant 1

Questionnaire

- ❖ How long have you been working in this company?

10 years as a permanent employee, mostly within the Quality function.

- ❖ Have you had experience working under different leadership styles in this company?

Yes

- ❖ How would you rate the overall level of innovation management in our organization? (e.g., low, moderate, high)

Low

- ❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?

Yes. Leadership is an integral part of new product development. It can help provide a direction to activities, prevent stalls in activities and provide a decision making solution when a team is unsure on the next steps. It can also help to set the team up for success and enable issues to be identified and dealt with at the earliest opportunity.

- ❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?

Yes. I believe that the different approaches to leadership are all tools available to management and may be used interchangeably depending on the people they are interacting with. Companies seem to adopt one approach, however the ability to change leadership styles will mean that the team is able to adapt quickly to changing requirements and changing team members.

- ❖ How would you rate the level of innovation (or innovation management) and new product development in the company?

A. Low

- ❖ Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?

No. Although the Laissez-Faire Leadership approach is prevalent in SGB and can work with a knowledgeable and competent team, aligned towards a common goal, this approach fails when there is a lack of accountability within the team. The team quickly loses cohesion and activities become protracted and overly complicated when team members don't take ownership and responsibility for their own actions in the team.

- ❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?

Yes. In the past, there was a strong push towards innovation in the form of Participative Innovation (PI) initiatives. This could be categorized as Democratic/Participative Leadership, where employees are encouraged to promote and develop new ways of working. This has disappeared in the last few years and is no longer at the forefront of the individual targets set in PDR's. The lack of promotion and the disproportional prize/awards in relation to the savings achieved have led to people being unmotivated to produce money saving PI initiatives.

- ❖ How would you best describe the current leadership style in the team(s) or company? Please select all that applies.

- A. Transformational Leadership
- B. Strategic Leadership
- C. Transactional Leadership
- D. Cross-Cultural Leadership
- E. Democratic/Participative Leadership
- F. Laissez-Faire Leadership
- G. Other (if any please specify)

The leadership at SGB is currently Laissez-Faire Leadership. There is no direction, no decision making and no guidance or accountability. Tasks are taking a long time to complete, staff are not trained for their deliverables and are allowed to ignore them or mark them as complete, even when they are not. People in Senior positions are not aware of the processes they own and lack the knowledge and experience to mentor their teams.

- ❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

G. Other (if any please specify)

- ❖ Which leadership styles are most commonly seen in our organisation? Any benefits/impact on the organisation? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

G. Other (if any please specify)

Benefits – autonomy, trust to carry out role to the required standard

Impacts – People being treated differently, no benchmarking on performance, over-burden of skilled and knowledgeable team members, late delivery of deliverables.

- ❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?

A key factor is team work. It is very rare that a change to process or product can be solely carried out by a single function. To successfully implement change, the team members must be open to change and to fulfilling the requirements of their function within the change. When an organization is obstructive or dismissive of change, innovation is always going to be difficult as operational KPI's take priority. For innovation to be a success, the company should adopt more of a Transformational leadership Style, coupled with a Transactional Leadership Style by encouraging, promoting and rewarding innovation.

- ❖ What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?

It is difficult to identify such behaviours at SGB. I would suggest that the company would benefit from more leadership orientated management of teams, rather than manager seeing themselves as bosses. If they took more of an interest in the work of the team, they would be able to better support and assist in the delivery of the task. It would lead to adequate resourcing of tasks and help to remove barriers to successful project completion. It would also help to foster positive connections with the teams, rather than leaving them feeling isolated and allow the managers to understand the

work that their team members do and are capable of. The managers can then gain a better understanding of what projects are viable and which are not, as well as recognising the individual contributions to task within the team. Without these changes, the company is susceptible to skills losses as employees do not feel valued, utilised to their full potential or rewarded for their ideas.

- ❖ In your opinion, how do the different leadership styles in our organization impact the company's success?

A mix of approaches is required depending on circumstances. SGB seem to be stuck in a 'this is how we've always done it' mentality that stifles innovation. Without a change in leadership approaches, based on the capabilities of the team, rather than the capabilities of the manager, SGB will struggle to keep pace with more forward thinking companies that embrace change.

- ❖ Are there any specific leadership behaviors or practices that you believe inhibit a positive innovation culture in our organization?

Laissez-Faire Leadership pushes all innovation onto proactive, self-motivated individuals to force through their ideas against a tide of people who are not receptive to the change. Without a common approach to change through acceptance and embracing from a leadership perspective, there is little chance for innovation to thrive.

- ❖ Overall, how satisfied are you with the leadership in our organization as well as in your team?

I am not satisfied at all in leadership in SGB. I find it lacking in many areas, with a distinct disconnection from the realities of life working within their teams as they are so distant from what is actually going on.

- ❖ Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.

As previously stated, adapting the leadership style to align with the abilities of the team the manager represents would lead to more effective teams who are more engaged in their roles.

New/inexperienced staff may benefit more from a Strategic leadership Style, where the aims and goals of the team are clearly provided within a framework. Experienced team members will be able to operate outside of the framework, which is where real innovation begins, who may benefit more from Transformational leadership Style.

- ❖ Have you noticed any differences in leadership styles among different leaders in our organization? What are those? Which leadership style/s would you prefer to work with or for the organisation's growth?

Personally, I would like to work under a mix of both Transformational leadership Style, where teams are primed to work together to deliver change and Transactional Leadership Style where good work is recognised and rewarded, whilst underperformance is identified through accountability and action taken to recover the performance level.

- ❖ How would you describe the leadership style in our organization?

The leadership at SGB is currently Laissez-Faire Leadership. There is no direction, no decision making and no guidance or accountability. Tasks are taking a long time to complete, staff are not trained for their deliverables and are allowed to ignore them or mark them as complete, even when they are not. People in Senior positions are not aware of the processes they own and lack the knowledge and experience to mentor their teams.

- ❖ Is there a correlation between the leadership style and employee satisfaction in our organization?

I believe that different people respond differently to different leadership approaches. It's difficult to predict, however, recent happiness surveys at the company highlighted common themes. These included pay, rewards and recognition. Such people would probably have higher satisfaction levels if the company adopted more of a Transactional Leadership Style, whilst lower performers would not appreciate the change as it would drive accountability in their work. This could lead to differences in terms and conditions based on output, rather than length of time served for example.

- ❖ Are there any negative consequences or challenges associated with specific leadership styles in our organization?

Giving full responsibility to individuals to carry out their roles leads integration and promotion of unqualified and unskilled employees who will struggle to achieve targets without significant leadership and guidance, including micro management. Without a strong promotion of process adherence, the approach also leads to multiple deviations from process as people either do not understand the processes they are interacting with, or they identify shortcuts for themselves without considering the wider implications of their shortcuts on downstream users.

- ❖ How do you feel your supervisor's leadership style impacts your daily work performance and overall job satisfaction?

The current approach leaves me feeling unvalued and my contributions to innovation either ignored, unrewarded or claimed by management as theirs. This leads to low job satisfaction as any target I achieve is never deemed enough to warrant recognition or promotion. The standards I am held to are not the same as my peers, leading to resentment that I have to constantly perform at a high level, whilst others can just turn up and have better opportunities to progress.

- ❖ Have you ever experienced any negative effects or challenges as a result of your supervisor's leadership style? If so, please provide examples/explain, if you can.

Laissez-Faire Leadership leads to disconnection from the management team. If they don't care about the team or the work the team members provide, they will find it hard to retain the skilled and knowledgeable workers as they look for opportunities that they were denied at SGB elsewhere.

- ❖ Are you satisfied with the current leadership style and its impact on innovation management in our organization? What are the current leadership styles or leadership qualities/practices?

I am not. Laissez-Faire Leadership is the go to at SGB.

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

Transformational leadership Style fosters cross-functional working towards a common goal. With the right environment and employees, this would be an effective method for the majority of people within a team were the individuals are mid to high performers.

- ❖ How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?

SGB is in the midst of a skillset drain. They need to pivot quickly into a leadership style that makes workers feel valued. The main leadership style would be a containment action to focus more on Transactional Leadership Style until the company is more stable and more progressive leadership styles can be incorporated.

- ❖ Do you believe that different leadership styles could lead to better outcomes in our organization?

Certainly. A mix of leadership styles depending on the performance of team members would yield better results than the current Laissez-Faire Leadership and potentially better than a one leadership style approach.

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation, NPD and success of organisation? Why do you believe this style/s is more impactful, and can you provide any examples of its successful implementation within the company?

Transformational leadership Style fosters cross-functional working towards a common goal. With the right environment and employees, this would be an effective method for the majority of people within a team were the individuals are mid to high performers.

Participant 2

Questionnaire

- ❖ How long have you been working in this company?
14 Years
- ❖ Have you had experience working under different leadership styles in this company?
Yes

- ❖ How would you rate the overall level of innovation management in our organization? (e.g., low, moderate, high)
Moderate
- ❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?
Yes – A managerial style can enable an individual to perform at their best, where it may be a laissez-faire approach that can provide autonomy to be free to make choices.
- ❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?
Yes it can, determining the best approach with different people or scenarios is key to supporting with innovation.
- ❖ How would you rate the level of innovation (or innovation management) and new product development in the company?
Average
- ❖ Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?
Yes. As a development lead, which is a new role, I have the freedom to make decisions and to some extent influence in taking the business in new directions. I am supported by my teams in doing this currently.
- ❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?
Yes. There is a great deal of focus currently on innovation, in particular within the R&D department and the CI team, the company undergoes executive leadership change every approximately 3 to 4 years, and this changes the dynamic each time. Currently it is receiving good focus.
- ❖ How would you best describe the current leadership style in the team(s) or company? Please select all that applies.
 A. Transformational Leadership ☒
 B. Strategic Leadership
 C. Transactional Leadership
 D. Cross-Cultural Leadership ☒
 E. Democratic/Participative Leadership
 F. Laissez-Faire Leadership ☒
 G. Other (if any please specify) ☒ Bureaucratic leadership
 Please explain?
- ❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.
 A. Transformational Leadership ☒
 B. Strategic Leadership ☒
 C. Transactional Leadership
 D. Cross-Cultural Leadership ☒

E. Democratic/Participative Leadership ☒

F. Laissez-Faire Leadership ☒

G. Other (if any please specify)

- ❖ Which leadership styles are most commonly seen in our organization? Any benefits/impact on the organisation? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership ☒

F. Laissez-Faire Leadership ☒

G. Other (if any please specify) ☒ Bureaucratic leadership

- ❖ What are your suggestions to improve the leadership styles in the company (at all levels)?
Different management styles need to be applied for different circumstances, one glove does not fit all. The issue with a bureaucratic style is that our processes are clunky and cause us issues, we should not be following them blindly, instead we need to apply a democratic approach to these areas in order to improve on the scenario as a whole. Senior management have a very laissez-faire approach, which allows mismanagement to occur at mid and lower management levels all too frequently.
- ❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?
Time is a big factor, we as a business simply do not have time to do what everyone knows what must be done, this needs to change to enable effective management. The management style needs to be targeted and calculated, we fail in the strategic leadership category, as this would enable prioritisation of tasks and ultimately save time, thereby enabling innovation and a leaner programme.
- ❖ What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?
I will not be micromanaged, I like to be given problems in the form of clearly defined statements, or I like the data for me to define the problem statement myself. I do not like being told what to do or how to work, therefore my view may be bias towards a laissez-faire management style. I acknowledge that this style is not suited to everyone, as some like to be guided/supported better, so the best manager can identify individual's needs and then support accordingly, this is how to obtain the best success in any organisation.
- ❖ In your opinion, how do the different leadership styles in our organization impact the company's success?
Significantly in some instances, I know personally of 4 people over the past 3 years who have left engineering design and returned to manufacturing because they were not supported by their manager. People need to be supported, again identifying the needs of employees is crucial to success, everyone gets it wrong at times, but different personality types require different leadership styles.

- ❖ Are there any specific leadership behaviors or practices that you believe inhibit a positive innovation culture in our organization?
Democratic & laissez-faire, we would also benefit from a strategic leadership style.
- ❖ Do you believe that the leadership style in our organization aligns with the overall mission and goals of innovation management?
Not currently, innovation does not take place significantly on a live programme in our organisation due to time constraints, it is increasingly improving in our R&D department, and the manager is very supportive of the team.
- ❖ Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.
Democratic & strategic leadership styles. It has worked in R&D, we need to adopt a more strategic style on our live programmes also.
- ❖ Is there a correlation between the leadership style and employee satisfaction in our organization?
Yes, definitely, people like to be included and contribute to success, for me personally this is why a democratic leadership style is so important.
- ❖ Are there any negative consequences or challenges associated with specific leadership styles in our organization?
Yes, too laissez-faire allows for complacency and failure, too authoritarian and it prevents innovation from taking place.
- ❖ Are there any specific examples or instances where you felt that the leadership style in our organization positively impacted innovation management or organisation's success?
No, unfortunately I cannot think of a positive example within our organisation, this may be why we do not see great innovation on live programmes within engineering.
- ❖ How would you describe your leadership style and how do you believe it influences the overall company's success/project/team success?
I do not have a leadership style, everyone is different and I need to adapt to each situation. I would say that I am more on the side of democratic than any other, but being a leader or manager for me is an act, it is both incredibly draining and rewarding in equal measures. I believe my approach supports the individual to succeed or do their best, but it does mean that I sometimes get it wrong and misinterpret the needs, but I have had very positive feedback from people who I have worked with over the years. Occasionally people do mistake fairness for weakness, and then I need to act occasionally, and have done by letting several people go in recent years, which is a shame but fairness and control is important. I am not bureaucratic, if I believe a rule or process does not work, I will deviate gladly.
- ❖ Which leadership styles you are thinking closely matches you/your's style? Please select all that applies.
 - A. Transformational Leadership ☒
 - B. Strategic Leadership ☒
 - C. Transactional Leadership ☒

D. Cross-Cultural Leadership ☒

E. Democratic/Participative Leadership ☒

F. Laissez-Faire Leadership ☒

G. Other (if any please specify) ☒ ☐ Autocratic (only when absolutely necessary)

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

Democratic leadership, innovation occurs best when we can openly discuss as a collective, and critique ideas so that they may be improved upon.

- ❖ How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?

Management training and awareness of personality types & team roles, including training in management of engineering projects.

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

This is a repeat of Q 24. ☺

Participant 3

Questionnaire

- ❖ How long have you been working in this company? Since January 2008, so that's 16 yrs.
- ❖ Have you had experience working under different leadership styles in this company?

Yes/No

- ❖ How would you rate the overall level of innovation management in our organization? (e.g., low, moderate, high)

Moderate to high. We are allowed or I should say encouraged to keep improving by way of raising issues within our day to day tasks, and suggest ways to change. This could be a process update or a new design methodology.

- ❖ Do you believe that the leadership style/s in the company has a direct impact on new product development and/or on the organisation? How? Can you explain it?

Yes/No

Leadership needs to find time to ensure the teams are always identifying the problems, but then also finding the time to understand those problems. We don't always have a leadership which understands the way projects are run or how they need to run to work. It is very difficult to apply strategies and process from other industries to this sector.

- ❖ Do you believe that different leadership styles could lead to better innovation management outcomes in our organization?

As above, yes, the challenge is time. Projects are so compressed that it is very difficult to manage it effectively. The best people to make the innovations are the ones working the live projects.

- ❖ How would you rate the level of innovation (or innovation management) and new product development in the company?

A. Low **B. Average** C. High

- ❖ Do you feel supported by the company's/team's leadership in pursuing your work (as per your current role)? How?

Yes/No

I have been left alone to do things as I see fit, following company process as close as possible. I am allowed to have my own management style.

- ❖ Have you witnessed any changes in the company's approach to innovation and new product development under different leadership styles? Can you explain it?

Yes/No

We have had a high turnover of Engineer VP over the last few years, so it hasn't always come from a higher level. My direct management have been proactive in driving improvements, this has been in the form of challenging process and then being involved in making the changes.

Safran are more proactive in marketing their willingness to innovate. A large part of our business is now aftermarket, where we revamp in service product, this is very successful and continues to grow under SAFRAN name. There is also huge emphasis on new technology through R&T and through Intrepreneurs, which allows all members of staff to suggest ideas, this is proving successful,

- ❖ How would you best describe the current leadership style in the team(s) or company? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership (I had to google what this was ☺)

G. Other (if any please specify)

Please explain?

It is mixture, no single style can be selected. I personally like to allow the team to have a voice in making decisions which affect the product or team as a whole. But also, the team has to feel like it

can operate in a way which works for the team/ individuals, as long as everyone keeps working towards the same end goal I feel this is what works best.

I like to be a role model as well as making myself available to help where I can, door always open philosophy.

Having personally started as an inexperienced designer, I have empathy for all levels of our team, which is why I try to remain patient and guide/advise where I can.

I also feel this is what benefits the company in the long run.

I would encourage all team members to take this approach.

- ❖ Which leadership style do you agree is the most effective in encouraging product development and the innovative growth of the company? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

G. Other (if any please specify)

- ❖ Which leadership styles are most commonly seen in our organization? Any benefits/impact on the organisation? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

G. Other (if any please specify)

We (SAFRAN SEATS) are generally a creative group, the product is highly bespoke. The Engineering team have to have a level of freedom in how problems are solved. There is always going to be a governance to ensure we are going down the right path. There are requirements & processes in place to ensure we do keep on the right path.

We have a number of experienced engineers in the teams who can be left alone, but with such a big team the hands off approach doesn't work too well across the board, the less experienced engineers require more guidance.

- ❖ What are your suggestions to improve the leadership styles in the company (at all levels)?

More management training, a better understanding of the different styles of management and apply them to the various functions of the business and at the various levels. No one style will work across the board, not unless the skill set is a level playing field.

- ❖ In your experience, what are the key factors that determine the success or failure of innovation management/organisation? How does leadership style/s contribute to these outcomes?

- ❖ What are the key leadership behaviors and qualities that you observe in our leaders/your supervisor that contribute to the organization's success?

In line with Q.12, my manager knows me well enough to know which type of management he can take with me, which is quite hands off. But I also know that if I need something he is always available and supportive. A manager needs to be supportive when problems arise, they need to share the burden, I am lucky to have that.

- ❖ In your opinion, how do the different leadership styles in our organization impact the company's success?

Again in line with Q.12, the leaders/managers need to take time to understand which management approach will work for their team, the product we deliver is so personal that the management also needs to be quite immersed within the team.

- ❖ Are there any specific leadership behaviors or practices that you believe inhibit a positive innovation culture in our organization?

Every day is a school day they say, a manager should be empathetic, when someone is struggling or if something is not going to plan, the manager should take their time to explain how it could be done differently leaning on their experience. Almost like a teacher. The manager needs to find time for his/her team, and if required stand side by side to see problems through.

- ❖ Do you believe that the leadership style in our organization aligns with the overall mission and goals of innovation management?

Yes I do, speaking from a personal level. I certainly feel it does.

- ❖ Are there any specific leadership styles that are more effective in our organization and success of the organisation? Please explain in detail.

In line with Questions 9,10,11 & 12. Really depends on the experience of the team.

- ❖ Is there a correlation between the leadership style and employee satisfaction in our organization?

Difficult to say, I would guess there is, but I have no examples of this. I would advise to view the results of the poll recently conducted by SAFRAN.

- ❖ Are there any negative consequences or challenges associated with specific leadership styles in our organization?

Yes, if the manager does not understand his/her team and has not taken the time to understand the project, then they may apply a style which has adverse effects on the teams productivity.

- ❖ Are there any specific examples or instances where you felt that the leadership style in our organization positively impacted innovation management or organisation's success?

Yes, see answer to Q.14. This empowers me massively, for my manager to have that level of trust in me.

- ❖ How would you describe your leadership style and how do you believe it influences the overall company's success/project/team success?

Very good question, I like to think I apply a mixture of the 3 styles highlighted in Q.9. I'm fortunate enough to have been here for a long time, I know the team and how they work. I also know how the inner workings of the company need to work. I started here very inexperienced and have had to learn a lot in most cases by making mistakes. I now like to think I take an empathetic approach to helping less experienced team members, a little bit of time in helping guide them through whatever the situation may be. But with others who I know to be experienced I trust them, to deliver, but also remain available should they have a problem.

- ❖ Which leadership styles you are thinking closely matches you/your's style? Please select all that applies.

A. Transformational Leadership

B. Strategic Leadership

C. Transactional Leadership

D. Cross-Cultural Leadership

E. Democratic/Participative Leadership

F. Laissez-Faire Leadership

G. Other (if any please specify)

- ❖ In your opinion, is there a particular leadership style that is more effective in driving innovation and NPD? Why do you believe this style is more impactful, and can you provide any examples of its successful implementation within the company?

Refer answer to Q.9, there is no one style which works, really depends on the team and the project.

- ❖ How do you think the organization's success could be improved by adjusting or evolving leadership styles within the company?

I have no idea. ☺

We are in a very new period of multi site working, there is a lot of learning to be done. The leadership will also need to be watching closely to learn what needs to be done to help the success of the company (SAFRAN SEATS)