DISSEPTION DEFENSE

A QUALITATIVE EXPLORATION OF

EXPERIENTIAL PRACTITIONER DYNAMICS OF
ENTERPRISE EXECUTIVE CAPABILITY DEVELOPMENT

AND A COMPARISON TO
1. THE EDUCATIONAL OBJECTIVES AND
2. DYNAMICS CAPABILITIES FRAMEWORKS

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Notes: 1. Utilization of the information contained in this presentation is encouraged as long as allocation of credit is maintained for all the authors represented.
2. Branding has been added and was not part of the dissertation presentation; other minor additions have been made but noted within.
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The Systematic Research Process

Each Phase is a New Experience

Chapter 2
Literature Review

Entre. Orientation Behaviors (Behavioral Type)
Opportunity Discovery (Business Objectives)
Dynamic Capability (Competencies)
Environmental Hostility (Change)
Theoretical Associations (Frameworks)

Chapter 3
Field Research Data Gathering

The General Qualitative Process (Creswell, 2003)

Gather Information (Literature Review)
Open-ended Questions and Records (Design)
Data Analysis Themes and Categories (Analysis I)
Generalizations, Identify Patterns, and Theories (Analysis II)
Generalizations and Theories to Past Literature (Findings)
Translation Key/Relational Framework between Practicing Executives and Education and Research Professionals

Chapter 4

Dynamic Capabilities
Bloom’s Taxonomy Of Educational Objectives

Chapter 5
Past Theoretical Frameworks for Comparison

Trust the Process!
The Doctoral Dissertation Experience
Never a Dull Moment

A Transformational Experience that Proves Relentless Behavior is What Gets You There!
The Search for Significance

Literature Review & Origins of the Research

Entre. Orientation Behaviors (Behavioral Type)

WHO?
1. Personality
2. Intentionality
3. Behavior
   - Proactive
   - Risk Taking
   - Innovation
4. Individual Outcomes
5. Organizational Outcomes

Opportunity Discovery (Business Objectives)

WHAT?
Purposeful Search &/or Discovery

Dynamic Capability (Competencies)

HOW?
1. Build
2. Integrate
3. Reconfigure
   (Teece, Pisano & Shuen, 1997)
4. Evaluate
   (Bloom et al, 1956)

Environmental Hostility (Change)

WHEN?
$ \Delta f(x) f'(x)$
1. Munificence
2. Dynamism
3. Complexity
   (Dess and Beard, 1982, 1984)
   - Market Munificence
   - Competition
   - Marketing
   - Legal/Regulatory
   - Resources
   - Distribution
   - Economy

Follow the Literature!

Theoretical Associations (Frameworks)

WHY?
Learning Models

Motivation
Seminal Definition by Teece, Pisano, & Shuen (1997)

‘Dynamic capabilities’ is “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” and “reflect an organization’s ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions.” (p. 516).

Note: This definition is essential for it represents the definition that has been used throughout the literature as an original basis. Contributors have widely deviated and suggested alternative variations, but the original definition has remained foundational defining concept upon which the body of research has been established.
Purpose - Refining the Research Question

*Difficulty Only Made the Research Better In the End*

**Quantitative Purpose of the Research**
- Validate the Attributes of Dynamic Capabilities
- Method: Factor Analysis

*Cancelled Due to Insufficient Participation*

**Transitioned to**

**Qualitative Purpose of the Research**
- Validate the Attributes of Dynamic Capabilities
- Experiential Data from Veterans (psychomotor knowledge realm)
- Comparison to Educational Objectives Frameworks

*The Topic of the Research Determines the Method!*
Research Design: The Rose-Wengraf model*

*Figure developed from the concepts presented in Wengraf (2001)

Language of Interviewee(s) (Idiolect)
- IQ 1-1 Definition
- IQ 1-2 Knowledge Sources
- IQ 1-3 Prerequisites
- IQ 1-4 Motivation
- IQ 1-5 Development
- IQ 1-6 Application Opportunities
- IQ 1-7 Evidence / Measures
- IQ 1-8 Benefits

Research Purpose
Successful commercialization of opportunities

Central Research Question
How do higher level business capabilities develop?

Theoretical Questions
- IQ 1-1 Definition
- IQ 1-2 Knowledge Sources
- IQ 1-3 Prerequisites
- IQ 1-4 Motivation
- IQ 1-5 Development
- IQ 1-6 Application Opportunities
- IQ 1-7 Evidence / Measures
- IQ 1-8 Benefits

Theoretical Language of Research Community
- TQ 1 – Build Capability
- TQ 2 – Integration Capability
- TQ 3 – Reconfiguration Capability
- TQ 4 – Evaluation Capability

Convergent conceptual target topics from core literature to center interview dialogue around for reference back and comparison/contrast to existing frameworks

Elemental dimensions of phenomenological occurrence repeated for each theoretical question in conversational language to generate rich descriptive qualitative data

Discovery of existing theory, frameworks, and context regarding topic at core of research purpose leading to research question

Central Research Question
How do higher level business capabilities develop?

Not too Soft (Open) and Not too Hard (Rigid)… Just Right!

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Participant Enlistment & Conducting Research
A Pleasant Surprise: Willing Volunteers

Inclusion Criteria

Captains of Industry
(without an Educational Background)

Recruitment Flier

Upbeat Tone & Promoted
As an Opportunity
(Appealed to their desire to make a difference and contribute)

The Researcher Affects the Research
(Large scale DoD heavy manufacturing was a result of an existing network)

Genuine Interest... It Does a Researcher’s Body Good!

7 Direct Volunteers
3 Referral Volunteers
(Care taken not to influence decision to participate)
Analyzing the Data

**Vertical & Horizontal Analysis**

### Vertical Analysis
- Clarification of Subcomponents of Each Dynamic Capability
- Differentiation of Capabilities from One Another

### Horizontal Analysis
- Cross-sectional Analysis for Commonality Among Capabilities
- Vertical Analysis of Themes for an Implication of New Element

**Confirmation & Clarification of Dynamic Capabilities & Something New!**
## The Result: Dynamic Capabilities
### As Defined By the Practitioner Community

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<td></td>
<td>The application of existent resources, knowledge and capability toward a recognized opportunity utilizing clear vision for execution and adaptation to emerging developments.</td>
<td>The capability to identify emergent technology, systematically develop their potential contribution, and integrate them into processes, products and services to maximize organization effectiveness in satisfying customer demands.</td>
<td>The intense business focus on understanding capabilities of organizational components, their linkages and relationships, the current and future contribution potential, and the decision making processes about evolving, acquiring, and divesting to match organization capability requirements with the requirements of an optimal business solution in the short term and long term horizon.</td>
<td>An impeccable track record of success from good judgment, accurately foreseeing emerging trends that other don't see, and effectively projecting expected results from highly complex systems of integrated systems providing ranges of possible scenarios through the use of a tightly knit and effective operational team of experienced, capable, committed and well equipped professionals.</td>
<td>Finely tuned perceptual capabilities with a highly development system for accumulating, retrieving, connecting, and integrating knowledge into sophisticated creative endeavors tied to driving motives around focused objectives that resonate with inspirational forces increasing connection, dedication and loyalty.</td>
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<td>Developmental Origins (based on origins and developmental process)</td>
<td>Maximization emerges from the aggressive utilization of natural talent to accumulate a wealth of experiences and associated rich explicit and tacit knowledge from formal education training and professional endeavors while continuously leveraging guidance and inspiration from impeccable sources, knowledgeable coaches and mentors to ensure a high level of relevance of return from investment decisions.</td>
<td>Superiority comes from the relentless focus and a tenacious drive in the comprehensive survey of a technological field, an intimate familiarity with all the relevant technologies, the development of advanced systematic processes in perception, archiving, designing and producing systems that balance human and machine capabilities to requirements with a unwavering focus on practical value and effectiveness.</td>
<td>Exceptional capability originates in new opportunity creation through hard ethical choices from rational analytical methods to maximize returns from transformational scenarios created from systematic discovery of technologies and organizational components compatible with the trajectories of social, business, market and economic trends to obtain tight alignment of resources and capabilities with future requirements.</td>
<td>Extensive and active capability development emerges from among teams engaged in the toughest challenges through the application of advanced and extensively developed businesses systems to achieve maximum capacity and reward through the balanced allocation of requirements, activities and functional responsibilities among a diverse collective system of organizational resources.</td>
<td>The enduring pursuit of enhancing natural human ability by leveraging highly effective processes, methods, and technology to maximize the speed, accuracy, completeness, and impact of logic driven reasoning systems preferably among a connected network of compatriots and to perpetuate and positively evolve the individuals or the organizations around a specific focus and purpose.</td>
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<td>Indicators (based on prerequisites and evidences)</td>
<td>Strong positive personalities with vision and a focus on progress that is able to lead, resonate, and inspire others to performance and develop to their full potential.</td>
<td>Those who seek to extend impact and influence through technological solutions to known and unknown market demands, view business as competitive engagements and are open to diverse solutions that increase speed and effective power of strategic differentiations in processes, products and services.</td>
<td>Confident leaders with integrity who communicate the courage and determination to thoroughly assess every possibility with the sober appreciation of the personal impact of their decision making in achieving the very best solution to any given challenge or objective.</td>
<td>People with reliable judgment who take ownership of responsibilities and possesses the ability to organize and focus extensive resources on clearly and accurately defined challenges with the accumulated knowledge, experience and capability to effectively lead a highly competent and operationally effective team of professionals.</td>
<td>An active engaging persona that is creative, quick, accurate, precise, and powerfully communicates positive, upbeat highly directed expression which exudes control, confidence, familiarity, and comfort among diverse personalites and groups even in the midst of challenge and turmoil.</td>
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Findings and Discussion

The Dynamic Capabilities Framework

“e” (Common Themes):
1. Results Orientation
2. High Activity Level
3. Competitive Orientation
4. Intelligence Ability
5. Self Control & Consistent Focus
6. Advanced Learning Systems
7. Continuous Improvement

B = Build Capability
b = Subset of B

I = Integration Capability
i = Subset of I

R = Reconfiguration Capability
r = Subset of R

E = Evaluation Capability
(aka Enterprise Capability)
e = Merited Further Investigation

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“Evidence was here brought forward to show that operations of the same form but varying subject-matter are, indeed, executed well by the same person usually, but by no means always. In other words, the operations have that incomplete correspondence with one another that is expressible mathematically by correlational coefficients. Such correlations, however, it was now demonstrated, continue to exist when even the form of the operation is no longer the same but widely unlike. This continued tendency to success of the same person throughout all variations of both form and subject-matter - that is to say, throughout all conscious aspects of cognition whatever appears only explicable by some factor lying deeper than the phenomena of consciousness. And thus there emerges the concept of a hypothetical general and purely quantitative factor underlying all cognitive performances of any kind. Such a factor as this can scarcely be given the title of "intelligence" at all; being evoked to explain the correlations that exist between even the most diverse sorts of cognitive performance, it does not deserve a name appropriate to anyone particular sort. On this view, accordingly, the name is commonly written in inverted commas, or else replaced by the simple letter g.” (p. 4-5).

Due to Bloom’s (1956) and Marzano and Kendall’s (2007) references to their systems’ intent to capture different aspects of intelligence, the literature of intelligence was consulted to determine if a clear linkage was evident.

Jensen’s (1998) case cites three major lines of evidence: 1) the widespread existence of correlations among the tests of cognition, 2) the reliability of general intelligence as the best predictors of academic and professional performance, and 3) the small number of “information-processing functions” relevant to the measure of ‘g’. (p. 90-91).
Dynamic Capabilities Integrated with the Educational Objectives Frameworks and Illustration of the Author’s Specialization Focus***.

*** Not included during the oral presentation
Practitioners & Scholars: Closing the GAP
A Contribution, Not a Conclusive Solution

Highly specific theoretical language & conceptualizations

Vague & nebulous practical language & conceptualizations

Highly specific situations, requirements & objectives

Vague & nebulous operationalizations due to concerns of methodology, reliability & validity

Collective Portfolio Of Useful Frameworks For Communication

Dynamic Capabilities Framework

Practitioner Community

Research Communities

The Dynamic Capabilities Offers an Alternative to Framing Communication!
Limitations & Future Research

Where to Go From Here

Limitations

• Limited to the United States

• One Very Large Industry
  – Heavy Manufacturing
  – Heavy Technical Complexity
  – High Environmental Hostility
  – Department of Defense Focused
  – Low Volume – High Dollar

Future Research

• Continued Qualitative Validation
  – Effectiveness of the Organization
    Schema of Cognitive Business
    Knowledge Domains
  – The use of technology and information
    systems in the increase of
    organizational metacognitive ability

• Quantitative Identification &
  Validation of Sub-factors

• Usefulness in Executive Competency
  Requirements, Career Planning, &
  Curriculum Design

• Effectiveness in Improving
  Practitioner-Scholar Communications
THE END

(...OR RATHER, THE BEGINNING OF SOMETHING NEW)

E X E C U T E R  V I C T U S®

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References


Dedication

This work is dedicated to Mrs. Mary O’Brien, an educator of my youth who cared… and made all the difference.

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Note: The dedication and acknowledgements were not included during the oral presentation but were included in the dissertation.