Supplementary multilevel analysis studying capacities in developing entrepreneurial strategic decision-making skills

During the EURAM 2022 – SIG-Entrepreneurship track, I presented a paper analysing the functionality of a self and a peer multisource assessment, targeted at the development of entrepreneurial strategic decision-making skills. I presented a model, revealing that the multisource peer rating on capacities in developing these strategic business skills, proves to be highly valuable source of feedback in the training and development process.

To enrich the developed model, an additional multilevel analysis was conducted. The major goal of this supplementary analysis was to study whether a team climate proofs to positively influence capacities in effectively developing strategic decision-making skills, skills that originate from the Effectuation framework. Moreover, it was studied whether the multi-level (team- climate) effect would also hold for perceived capacities in executing these latter strategic decision-making skills, often labeled as effectual behaviors.

As hypothesized, solid statistical support was found for both multilevel effects. First, a strong effect was found for capacities in developing strategic skills, and secondly for the perceived capacities in executing these strategic decision-making skills. Also, to my opinion, it is worth to mention, that the multilevel analysis also results in increasing or decreasing AIC/ BIC levels, delivering statistical support that including intra-personal individual variables (on the within level) in multilevel models, results in models with better model fit indices. This was the case for our developed multilevel model.

This allows the overall conclusion that for the training and development of strategic decision-making skills, needed to design and implement innovative business models, a team climate deserves attention. This could be relevant for all those business coaches or incubators, designing and implementing professional development courses targeted at enhancing innovative entrepreneurial capacities, by applicating the Effectuation Framework.

It should be noted, that carrying out this additional analysis was inspired by two scholars/researchers, Anna Bos-Nehles and Jordi Trullen, also presenting their work at the EURAM 2022 conference. Anna and Jordi presented an interesting meta-study on the construct validity of the Ability – Motivation – Opportunity (AMO) framework in the HRM track. Their major conclusion was that somehow this AMO framework was still quite conceptual, and further research was needed to improve the scientific value of the framework. And especially, multilevel studies should be conducted to deliver this scientific support, to enhance the validity of this framework. This inspiring presentation stimulated myself and my co-authors to conduct a multilevel analysis. So, here is a ‘big thank you’ to both of them.

Rainer Hensel (PhD)  
Ronald Visser (MSc)  
Ellen Sjoer (MSc)