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<p><b>Quality of TMT strategy implementation coordination</b></p> <p><i>The senior management team . . .</i></p>	<p><i>Goal specification measure</i></p> <ol style="list-style-type: none"> <li>1. ... understands our organizational goals and strategies.</li> <li>2. ... relies on clearly defined metrics to assess progress on organizational goals and strategies.</li> <li>3. ... links senior management team goals with strategic direction of the organization.</li> </ol> <p><i>Tracks and monitors progress</i></p> <ol style="list-style-type: none"> <li>4. ...monitors events and conditions outside the team that influence progress on organizational goals and strategies.</li> <li>5. ...seeks timely feedback from stakeholders about how well the team is meeting organizational goals and strategies.</li> <li>6. ...regularly monitors how well we are meeting our organizational strategies and goals.</li> </ol> <p><i>Scanning internal and external systems measure (modified Mathieu et al., 2000)</i></p> <ol style="list-style-type: none"> <li>7. ...examines and manages resources (financial, talent, technology).</li> <li>8. ...examines events and conditions that influence our implementation goals.</li> <li>9. ...ensures that everyone has access to the right information and management support to perform the implementation goals well.</li> </ol> <p><i>Adaptation (de Jong &amp; Elfring, 2010)</i></p> <ol style="list-style-type: none"> <li>10. ...modifies the implementation goals and objectives in light of changing circumstances.</li> <li>11. ...reviews the approach to getting the implementation goals done.</li> <li>12. ...changes the implementation goals.</li> <li>13. .... alters the way decisions are made in regarding the implementation goals.</li> </ol>
<p><b>Intensity of TMT joint problem solving</b></p> <p><i>The senior management team . . .</i></p>	<p><i>Joint problem solving (Hiller et al., 2006)</i></p> <ol style="list-style-type: none"> <li>1. ...decides on best course of action when problems arise.</li> <li>2. ... uses our team's combined expertise to solve problems.</li> <li>3. .... develops solutions to problems.</li> <li>4. ... solves problems as they arise.</li> <li>5. ..diagnoses problems quickly.</li> <li>6. ... finds solutions to problems affecting team performance.</li> <li>7. ... identifies problems before they arise.</li> </ol>
<p><b>Level of TMT interdependence</b></p>	<p><i>Task interdependence (Barrick et al., 2007)</i></p> <ol style="list-style-type: none"> <li>1. I cannot accomplish my work without information or materials from other members of the executive management team.</li> <li>2. Other members of my executive management team depend on me for information or materials needed to perform their tasks.</li> <li>3. Within the executive management team, work performed by other executive management team members is dependent on another's work.</li> <li>4. How other executive management team members do their work has an impact on my performance.</li> <li>5. The work of the executive management team relies on or is dependent on executive management team members.</li> </ol> <p><i>Goal interdependence (Barrick et al., 2007)</i></p> <ol style="list-style-type: none"> <li>6. My work goals come directly from the goals of the executive management team.</li> <li>7. My daily work activities are based on the objectives the executive management team believes are critical.</li> <li>8. I do very few activities that are not related to goals of the executive management team.</li> <li>9. The work I do on most days is not related to the goals of the executive management team (reverse scored)</li> <li>10. My work goals are unrelated to the objectives of the executive management team (reverse scored).</li> </ol> <p><i>Outcome interdependence (Barrick et al., 2007)</i></p> <ol style="list-style-type: none"> <li>11. Feedback about how well I am doing my job comes primarily from information about how well the entire team is doing.</li> <li>12. My performance evaluation is strongly influenced by how well my team performs.</li> <li>13. Many rewards from my job (e.g., pay, promotion opportunities, etc.) are determined in large part by my contributions as a member of the executive management team.</li> <li>14. I am dependent on other executive management team members to obtain goals or obtain rewards linked to the work I do on the executive management team.</li> </ol>