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Sowohl Familienunternehmen als auch kleine und mittlere Unternehmen (KMU) zeichnen sich durch eine Reihe spezifischer Besonderheiten aus, die ihnen im Marktumfeld einen klaren Wettbewerbsvorteil bieten aber auch zu besonderen Risiken führen können. Die vorliegende Schriftenreihe präsentiert wissenschaftliche Arbeiten, die einen empirischen und theoretischen Beitrag zur Erkundung dieser Besonderheiten und deren Auswirkungen auf die betriebswirtschaftliche Praxis leisten. Übergeordnetes Ziel ist es, die Theorieentwicklung des Managements von Familienunternehmen und KMU voranzutreiben.

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Cristina Pratelli

CEO Succession, Leadership, and (Dis)similarity

A Mixed Methods Approach

With a foreword by Prof. Dr. Andreas Hack

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Cristina Pratelli
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Foreword

Leadership succession presents a particular challenge for family businesses. Not only is the company vulnerable during the actual succession, as the focus is on the handover and less on the further development of the strategy or the analysis of competitors, but long-term problems also arise. First and foremost, the cooperation of the new CEO with the existing employees should be emphasized. Literature tells us that a change in leadership can lead to uncertainty among employees. Problems adapting to the new leadership style of a successor may also arise: Employees will not be equally satisfied with a possible change in leadership style, as it will differ from that of the predecessor, whose leadership style has been familiar to them for years.

Ms. Cristina Pratelli examines this still largely unexplored topic in her thesis. In three consecutive analytical steps, she addresses the problem of CEO leadership succession using an elaborate multi-method approach. First, Ms. Pratelli develops a conceptual model based on Social Cognitive Theory, which attempts to explain the influences on the choice of leadership style of a successor in a family business in a structured and systematic way. She deliberately combines the two research strands of learning research and family research and offers new and well-founded insights into a complex decision-making process. While this first insight is notably characterized by a high degree of scientific quality, Ms. Pratelli adds to it in the second part of her thesis. At this point, she empirically analyzes the question regarding the effects a change of leadership style can have on the commitment and self-esteem of employees. The empirical research design should not be underestimated at this juncture. Not only are the self-assessments of the employees gathered, but the perceptions of the respective superiors are included as well. The highly complex empirical evaluation based on the polynomial regression and response surface methodology (RSM), which is unusually demanding for a thesis, is particularly noteworthy. However, that is not enough: The author offers surprising new insights into leadership succession in family businesses in the form of another study, this time qualitative, based on in-depth interviews.

To list all of the findings here would go beyond the scope of a foreword. I would, therefore, like to take this opportunity to commend the practical relevance of this work. The findings of the empirically quantitative as well as the qualitative study are immediately applicable for family businesses, because they impressively prove that professional competence as well as, and most importantly, the leadership behavior of a successor should be important selection criteria when choosing a successor. In addition, Ms. Pratelli demonstrates that it is not only the leadership style of the successor that is important as a separate consideration element, but also the overall view of the leadership style of the predecessor in combination with the leadership style of the successor. This provides important information regarding the development of leadership competencies, especially for family businesses, which can benefit from a longer-term introduction of a successor to the new role.

With this in mind, I hope that Ms. Cristina Pratelli's thesis will find an interested readership in business practice. Additionally, her thesis also offers researchers a treasure trove of innovative and well-founded ideas and insights and should, therefore, become an important read in the research community.

Prof. Dr. Andreas Hack

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Cristina Pratelli

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List of abbreviations

AMOS	Analysis of Moment Structures (Software)
AVE	Average Variance Extracted
C	Case (for instance, C1 means case 1)
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
Ch.	Chapter
CI	Critical Incident
CIT	Critical Incident Technique
CMIN	Fitted model's chi-square
CR	Composite Reliability
CR	Contingent Reward
DF	Degrees of Freedom
e.g.	<i>exempli gratia</i> (for example)
Ed.(s)	Editor(s)
EFA	Exploratory Factor Analysis
et al.	<i>et alia</i> (and others)
etc.	<i>et cetera</i> (and other similar things)
EU	European Union
f./ff.	and following page/and following pages
FB	Family Business
FRLM	Full Range of Leadership Model
GFI	Goodness of Fit Index
i.e.	<i>id est</i> (that is to say)
ibid.	<i>ibidem</i> (to refer to a book or article that has already been mentioned)
ICC	Intraclass Correlation Coefficient
IFI	Incremental Fit Index
ILT	Implicit Leadership Theory
IRA	Interrater Agreement
IRR	Interrater Reliability
LBDQ	Leader Behavior Description Questionnaire
LF	Laissez-Faire
LMX	Leader-Member-Exchange
MAXQDA	MAX Qualitative Data Analysis (Software)
MaxR(H)	Reliability Measure
MBE-A	Management-by-Exception Active
MBE-P	Management-by-Exception Passive
MLQ	Multifactor Leadership Questionnaire
MSV	Maximum Shared Variance
N	Sample Size
n.s.	Not significant

NFI	Normed Fit Index
OBSE	Organization-Based Self-Esteem
OCA	Organizational Affective Commitment
p	p-value
p./pp.	Page/pages
PRED	Predecessor
PREDCHAR	Predecessor's Charismatic Leadership Style
RMSEA	Root Mean Squared Error Approximation
RQ	Research Question
RSM	Response Surface Methodology
SD	Standard Deviation
SME	Small and Medium-sized Enterprise
SPSS	Statistical Package for the Social Sciences (Software)
SRMR	Standardized Root Mean Square Residual
SUC	Successor
SUCCHAR	Successor's Charismatic Leadership Style
TLI	Tucker-Lewis Index
TMT	Top Management Team
UET	Upper Echelon Theory
VIF	Variance Inflation Factor
vs.	<i>Versus</i> (against, in contrast to)
w/	With