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MOVING TO THE NEXT PROJECT? CAPTURING TRANSITION PERFORMANCE IN A CORPORATE ENTREPRENEURSHIP SETTING (SUMMARY)

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≈ SUMMARY ≈

**MOVING TO THE NEXT PROJECT?
CAPTURING TRANSITION PERFORMANCE IN A
CORPORATE ENTREPRENEURSHIP SETTING**

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Principal Topic

Product development research has focused on the action phases of specific projects and relatively ignored the transition between projects. We complement the research on action phases by theorizing and testing a transition model of product development. By building on learning and motivation literature we extend the models of project transitions by theorizing on the factors that link transitions to project performance. We test our model using multi-level structural equation modeling and a longitudinal data set. Finally, although the notion of transition has been recognized as important there has been little empirical testing of its consequences and antecedents. A possible reason for this lack of empirical research is the absence of a valid measure. This study developed and validated the *Transition Effectiveness Scale* which measures the performance of the transition from one entrepreneurial project into another.

Method

For the new scale, the rigorous and much applied development process outlined in Hinkin (1998) and Netemeyer, et al. (2003) was applied. More precisely, it is necessary to expose the new scale to multiple independent samples. In the first step items were based on an extensive literature review and discussed with industry experts regarding relevance and understandability. For pre-testing the new scales and item reduction the questionnaire was distributed to a sample of university researchers. Second, for validation of the results a sample of R&D project teams in large organizations were surveyed. In total 438 managers participated in the study. After the participants have transitioned to a new project, 200 managers participated in a follow up study.

Results and Implications

We find that the relationship between the nature of the transition and project performance is fully mediated by empowerment, affective commitment, and work stress. Specifically, although the indirect paths through empowerment and affective commitment were positive on performance the indirect path through work stress was negative. Therefore, as expected transition reduced work stress but contrary to expectations work stress had a positive relationship to performance. The new constructs enables researchers and practitioner to gain a deeper and more complete understanding on how managers successfully move forward and improve organizational success in an entrepreneurial setting.

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