A behavioral measure of strategic problem formulation: scale development and validation

Marta Morais-Storz
Norwegian University of Science and Technology & The University College of Southeast Norway
Industrial Economics & Technology Management
marta.morais-storz@iot.ntnu.no

Alf Steinar Saetre
NTNU
Dept. of Industrial Economics & Technology Management
alf.steinar@ntnu.no

Abstract

The strategic management literature tends to assume that decisions are already there to be made without accounting for the processes that are needed to formulate the issues, problems, or opportunities for which those decisions are needed. The reason for this may be because it is relatively straightforward to link decision making and solutions to concrete performance outcomes, whereas the link between problem formulation and organizational innovativeness is oblique. Although problem formulation is arguably an essential first step towards innovative outcomes, its importance can ultimately be overshadowed by the subsequent problem solving process that it sets in motion. In this paper we develop a behavioral measure of strategic problem formulation, and validate the scale using two samples of Norwegian top management team members.