

TABLE 1
THREE ELEMENTS OF STRATEGIC CAPACITY

	Motivation	Salient Information	Heuristic Processes
Dimensions of leadership:			
Biography (insiders and outsiders)	Personal, vocational commitment Intrinsic rewards	Diverse local knowledge	Broad contextualization
Networks (strong and weak ties)	Personal commitment Reputation	Diverse local knowledge Feedback	Broad contextualization
Repertoires (diverse salient repertoires)	Competence Feedback	Diverse local knowledge	Sources of bricolage or analogy
Organization:			
Deliberation (regular, open, and authoritative)	Commitment Autonomy	Diverse local knowledge	Heterogeneous perspectives Periodic assessment
Resource flows (multiple constituencies; reliance on people)	Commitment Autonomy Feedback	Feedback	Heterogeneous alternatives
Accountability (salient constituencies; entrepreneurial or democratic)	Commitment Intrinsic rewards Feedback	Diverse local knowledge Feedback	Heuristic skills

NOTE.—The illustrated influences of leadership and organization on motivation, heuristics, and information are meant to be simultaneous, not sequential.