

Achieving Entrepreneurial Scale Through
Adaptive Organizational Alignment

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Executive Summary

In many countries growing Christian churches and congregations do not have access to formal theological education resources. Recognizing the need for training in theology and pastoral leadership in many “closed countries” (those in which Christian churches are illegal or restricted) and underserved rural regions, Bruce Anderson brought the opportunity to the leaders at the Evangelical Presbyterian Church and its international missions arm, EPC World Outreach and launched the entrepreneurial venture that has become the International Theological Education Network – ITEN. Within ten years they expanded from less than a handful of projects to over ten international project sites.

Their strategic approach to engaging the mission field for theological education is what Miles and Snow (1978) describe as a Prospector-type: they continually seek new opportunities and customized solutions for each project. The problem ITEN faces is having to regularly decline new project requests because of their small size and the limits of their organizational structure. Long term success at entrepreneurial growth requires ensuring their organizational structure and processes are aligned with their strategy. The alignment of organizational strategy, structure, and processes is fundamental to success in achieving strategic goals. I explore the ITEN leadership team’s approach to implementing their strategy and seek to identify misalignments in structure and processes which stifle their growth.

The key questions which guide my organizational assessment are in two categories: the alignment of ITEN’s strategy with the “ideal” Prospector-type organization, and how ITEN aligns the four organizational capabilities of

Entrepreneurship, Engineering, Administration, and Collaboration (Miles. Et. al. 1978, 2003) with their stated core activities of Partnership, Training, Resourcing, and Networking. To assess ITEN's alignment of organizational structure and processes I developed an Organizational Alignment Evaluation Protocol. To gather data for the evaluation I employed qualitative assessment methods, including interviews, source document analysis, and observation of ITEN's activities with a partner site. I then categorized the data using a matrix query table.

The result of the analysis shows that ITEN exhibits the characteristics of a Prospector organization. However, the analysis a greater long-term commitment than might be expected from a Prospector-type strategy. Analysis also suggests the misalignment of organizational capabilities which results in an over-emphasis on the delivery of training to partner sites and the underdevelopment of their remaining three core activities. This misalignment constrains ITEN's ability to grow to scale.

To accomplish entrepreneurial growth to scale, ITEN must engage in adaptive transformation in three important areas: align their organizational processes to support all four of their core activities, expand their organizational design to a multi-unit geographical structure, and increase the transmission of expertise throughout the organization. These will increase their organizational capacity for new opportunities and enable ITEN to achieve their strategic vision.

Introduction

Ten years into a fifteen-year commitment, the executive team of the International Theological Education Network (ITEN) is grappling with the challenges of entrepreneurial adaptation. ITEN is the theological education and leadership training arm of EPC World Outreach, the mission sending agency of the Evangelical Presbyterian Church (EPC) – an American church denomination headquartered in Orlando, Florida. Their stated purpose is to “inspire, grow, unite, and improve the EPC’s theological education efforts in Europe, Africa, Asia, and Latin America” with a goal of seeing their national partners grow “at least 10 training sites which teach and send their own by 2025.” From their launch as a start-up missions organization in 2010, ITEN’s pursuit of developing international seminaries by partnering with local leadership training institutes has taken them to dozens of countries and cemented agreements with ten sites on three continents.

Organizational Context and Problem

In many countries growing Christian churches and congregations do not have access to formal theological education resources. In some countries, an official national religion is dominant and Christian churches are outlawed or stifled by government regulations, while in other regions churches may be free to gather but lack the resources to establish theological training schools or seminaries. In both cases local pastors in many countries do not have the opportunity to pursue formal theological education and pastoral leadership training. This leaves them to attempt to pastor their congregations and lead their communities based on the Bible and their wits, without the

benefits that formal education and leadership training bring. Imagine a similar challenge for other community professionals: a doctor in a rural developing country who ran a community clinic based only on his personal study of Dr. Henry Gray's 1858 work, *Anatomy of the Human Body*, or a village lawyer practicing in an isolated town with only a tattered copy of Sir William Blackstone's 1765 *Commentaries on English Law* on her shelf. Both the professionals and their communities would suffer for it. Untrained pastors serving growing churches face similar challenges.

Bruce Anderson was the first to recognize the need for expanding the reach of theological training for underserved church leaders around the world. Through his doctoral work as a Ph.D. candidate, he made connections with church leaders in several developing countries. This led to his early involvement in expanding theological education in Albania, which brought him into contact with many church leaders who requested support for training in their own countries. Recognizing the need for training in theology and pastoral leadership in many "closed countries" (those in which Christian churches are illegal or restricted) and underserved rural regions, Bruce brought the opportunity to the leaders at the Evangelical Presbyterian Church and its international missions arm, EPC World Outreach. With leadership support he began the entrepreneurial venture that has become the International Theological Education Network – ITEN.

ITEN's strategic approach is to partner with nascent international educational sites and enable their growth into accredited seminaries which provide leadership and theological training for local churches in their countries. Their international operations pose unique challenges, as each site has its own structure, each culture affords diverse

opportunities, and multiple needs require creative problem solving. This requires that the leaders take a hard look at how they can continue to develop their existing project sites into self-sustaining theological institutions while scaling their operations to meet the growing demand: partnership requests continue to come in from over 24 different countries. In this dynamic environment which presents daily challenges and novel opportunities, they are facing the entrepreneur's challenge of growing their six-person organization to international scale. Bruce, Steve, and Ed could easily claim the old Breton fisherman's prayer, "O, God, Thy sea is so great and my boat is so small!"

Purpose

Applied organizational theory and analysis will support ITEN in their pursuit of entrepreneurial growth to scale. Even though the executive leadership team of three may feel they are too small to qualify as an "organization" to which theory and analysis could apply, they easily meet Miles and Snow's (2003) simple definition of an organization as, "an articulated purpose and an established mechanism for achieving it." ITEN as a small entrepreneurial venture faces the same categories of organizational strategy, structure, and process challenges that top-tier multi-national corporations face, therefore the same organizational principles of analysis, alignment, and adaptation will apply (Miles et al., 2003).

By with identifying ITEN's organizational type based on their strategy in the mission field, I assess their current structure and processes for pursuing their goals. This generates recommendations for the adaptation of their structure and processes to support their growth to scale and enable them to seize the new opportunities in their

mission field of international theological education. My assessments are based on the work that Raymond Miles and Charles Snow (1978) have done to identify organizations by their strategy for action in the marketplace and the need for the alignment of their structure and processes to ensure the effectiveness of their efforts to accomplish their goals. Recommendations for ITEN's adaptive growth are based on principles of organizational alignment (Miles et al., 2003; Miles et al., 2005) and organization design (Galbraith, 2014).

For ten years ITEN has been operating based on leadership instinct and the personal capabilities of the one, to two, then four, now six people in the organization. They have moved from operating on-the-fly to the use of some business based organizational practices with the addition of key staff, but still recognize that they are constrained in growth and capability by their limited capacity. Entrepreneurial growth to scale will require ITEN to align their structure and processes in support of their mission field strategy. ITEN is also approaching internal and external transitions that will affect future opportunities for growth. Internally, the three leaders on the executive team all plan to transition from their work at ITEN to other ministries or into retirement. Externally they must address changes in leadership at the denomination and geopolitical challenges that constrain their work with a number of their international partnership sites. After an assessment of ITEN's strategy, structure, and processes, I provide recommendations to the executive team which will enable them to position ITEN for growth during the upcoming leadership transitions, and to adapt to new priorities from denominational leaders and to challenging international dynamics which affect their work in Christian theological education and leadership development.

Organization Context

ITEN is a religious non-profit organization whose mission field is international theological training and leadership development. They describe their goal as being ‘to provide partnership for theological education and leadership development among those with least access to the gospel’. They seek opportunities to partner with local church leaders to develop training institutes in countries which lack established Christian theological schools or accredited seminaries.

ITEN identifies four core activities that drive their work at each project site: Partnerships, Resourcing, Training, and Networking. They are currently engaged with a dozen partnership sites and continue to evaluate additional opportunities that arise. These projects are at various stages of development on the path toward becoming self-sustaining seminaries, as evaluated by the measure of ITEN’s “12 requisite program elements” for successful theological education programs.

As an organization with a strategy equivalent to serial entrepreneurship, ITEN engages in partnership projects with national churches and leaders with the goal of supporting their development of self-sustaining institutions, and then releasing them from the partnership agreement to become independent theological training institutions. ITEN does not own or run any theological training sites, nor do they franchise their operations. Instead, they serve as consultants, trainers, and enablers to the national leadership and support their development to the point of independent viability as a nationally led and run institution. They receive many more requests for partnership than they can support and must be selective in committing to partnership sites. ITEN works only in locations which have a native individual or organization (school, church, etc.) in

the country with whom they can partner – they do not start new projects themselves. Examples range from a national pastor who received a theology degree in England and desires to start a theology school in his home country, to rural churches which are growing but have no opportunity to send their leaders for formal theology and pastoral leadership training. ITEN partners with people and organizations in these situations to provide expertise and resources to help them establish local institutions for training their pastors and church leaders. Once they are up and running and self-sufficient, ITEN completes the partnership, leaves them with a blessing, and moves on to new opportunities.

There are three people on the ITEN executive team, and six who comprise the organization in total. Rev. Bruce Anderson, Ph.D., is the Coordinator and Founder of ITEN. He leads the executive team and reports to the EPC World Outreach (EPCWO) Committee. In this way, ITEN is nested within EPCWO which itself is under the denomination's National Leadership Team. This connectional structure provides both resources and constraints for ITEN. Once Bruce and the World Outreach Committee launched ITEN, the second leader to join was Rev. Stephen Woodworth, D.Min. He presently serves as the Associate Coordinator of Strategic Partnerships & Leadership Development. Together Bruce and Steve have been the entrepreneurial visionaries who have expanded ITEN's international partnerships and cast the vision for developing international theological education to churches across their denomination. The executive team is completed by Rev. Ed McCallum, D.Min., Associate for Site and Program Development, and his wife Nan, M.Ed., who serves with him as an ITEN Program Assistant. It is Bruce, Steve, and Ed who set the direction for ITEN and who

will be responsible for navigating the organization through the challenges of growth and leadership transition. Two additional staff members of ITEN serve in specialized roles and locations. Rev. Mike Kuhn, Ph.D. is the Missional Theology Specialist who supports one international project site directly. Finally, serving in Central America as the Dean of an international seminary and as ITEN's Educational Specialist is Rev. Paul Branch, Ph.D. There is little question why the growing opportunities in the mission field for international theological education present an overwhelming challenge to this small yet highly skilled team.

ITEN serves as a point of connection for several stakeholders who share an interest in supporting nationally led churches through theological education and leadership development. What began as a personal sense of calling for Bruce has expanded to an international effort to address the need. Internal to the denomination, both national leaders and local congregations of the Evangelical Presbyterian Church are invested in the work. The World Outreach Committee provides direction and oversight of ITEN and other missions efforts and is currently exploring options for both the growth and streamlining of several efforts, which may affect ITEN's future organizational priorities. Local churches across the United States are invested in ITEN's work in several ways. Many local churches and regional presbyteries contribute financially to ITEN's work. Several individual churches have taken the step of becoming "Champion Churches" by adopting a specific national partner site or national leader and provide direct support in a variety of ways. Individual pastors and lay leaders have provided in-kind support to ITEN or international partner sites through such activities as leading training seminars, writing curricula, coordinating donations of library materials,

and providing legal support. The international partnership sites are also stakeholders in ITEN's operations as the beneficiaries of their support for launching the training institutions.

Organizational design and management derive from the decisions leaders make based on their knowledge and beliefs about their marketplace and their goals (Galbraith, 2014; Miles et al, 2005). The assessment of organizational alignment will identify for the executive team areas of strength which support growth and misalignments which generating organizational friction and impede progress. By making adaptive improvements to better align their structure and processes with their strategy, ITEN's leaders will be able to make evidence-based decisions to pursue growth to scale. These decisions will provide a foundation upon which the executive team can engage with their leaders at the World Outreach Committee and National Leadership Team to frame the way forward for ITEN's support of denominational priorities and their expansion in the mission field of international theological education. The new leaders in the denomination are making their assessments and preparing their new priorities. By building an approach for expanding their organizational capacity, ITEN can offer new opportunities for the denomination to expand its work in international theological education by providing a framework for growth to scale and a rationale for the investment of additional resources.

Problem of Practice

ITEN regularly declines partnership requests because of their small size and the limits of their organizational structure. They recognize the need to grow to scale while

maintaining their Prospector strategy to seize these continually emerging opportunities. Long term success will require them to expand their entrepreneurial operations while ensuring their organizational structure and processes are aligned with their strategy (Miles et al, 1978) so they can seize emerging opportunities for establishing pastoral training centers in countries around the world.

The six-person team currently manages ten international sites around the globe. Eight of these sites are distributed between the three executive leaders, with Paul and Mike each managing individual site projects. They recognize that the limits of their personal attention and capabilities constraint ITEN's organizational growth. Their strategy of providing long-term partnership and personal attention to each site has been effective at building committed relationships. This has led to a growing network of leaders and international churches who are eager to join such a partnership. But without an organizational structure beyond the three leaders ITEN has not been able to expand into these new opportunities. Their individual approach to addressing context specific challenges has proven effective for building the partner sites and has given them deep knowledge of the specific needs of the leaders and churches with whom they work. But ITEN has not been able to transfer this depth of knowledge and relationship for individual sites to a scalable process for supporting additional locations.

ITEN's leaders have also found that their individual attention to specific sites has pushed them to become generalists in the entire scope of the process for developing international theological institutions. While this enables them to address the needs of each partnership project with a holistic understanding, the leaders are often stretched into areas beyond their individual expertise. In becoming generalists for their site

partners, the leaders have less opportunity to operate in their areas of executive expertise. Rather than applying their entrepreneurial expertise to looking up-and-out for new opportunities in the marketplace (Miles et al, 2005), Bruce and Steve spend much of their time focused down-and-in to the organization writing and teaching curriculum for the theological institutions they are partnering to support. Not only does this limit their ability to identify new opportunities for ministry, but it also gives them the sense that they are spending their efforts in areas outside of their leadership passions, areas they didn't initially sign up for when they launched ITEN.

There are several steps ITEN's leadership has taken to seek to resolve these and other problems. Some of these are within their control and others they have less influence over. At one time Bruce recognized gaps in ITEN's capabilities and sought authorization to add an additional staff member or two who would bring specific capabilities to the organization. The World Outreach Committee which supervises ITEN's work denied his request and did not add the requested staff. The most immediate step ITEN has taken to mitigate the strain on their staff and organizational capabilities is to decline new opportunities for partnership and limit their involvement to existing sites which have the potential for reaching completion by their original target date of 2025. This self-limitation of their activities is having the effect of constraining and winding down ITEN's activities, which is the opposite effect the leaders desire to achieve with their organization.

Were ITEN to remain circumscribed to the scope of work which six individuals could accomplish through their sub-divided rather than collaborative efforts, ITEN would remain a niche organization in the scope of international missions and theological

education. The failure to adapt their organization and align their structural capabilities and processes to pursue an expanding strategy is already having an atrophying effect on the group and threatens to leave only an organizational shell to the new denominational leaders who are assessing the place of international theological education in their portfolio of international missions capabilities. Constraints on ITEN's ability to support new partnerships also leaves a gap in support for the many leaders and churches around the world who do not have training institutions available, as evidenced by the sustained demand for ITEN's services which they are not able to support. Without organizational adaptation and re-alignment, when the present leadership transitions out of the organization EPC World Outreach would be left with a viable mission field (national theological education) and a demonstrated strategy for engagement (focused partnership for planting training institutions) but no active sites and a truncated leadership staff upon which to rebuild organizational capacity.

Literature Review

Literature in the areas of organizational strategy, structure, and processes, and that of organizational design provides the foundation for assessing ITEN's present posture and for identifying factors which will influence their opportunities for growth. This area of research has a substantial history and has been built incrementally over successive generations of leaders and scholars. When I initially approached ITEN's leaders with a proposal for assessing their organizational alignment, they expressed concern that they were too small to be considered an actual "organization" at all. But despite their small size, they exhibit the qualities and characteristics researchers

attribute to an entrepreneurial organization. Most organizational improvement research and publication has been in the area of for-profit companies. My partnering organization is a religious non-profit which has different motivations for their strategy in their mission field, but none-the-less exhibits many of the same characteristics described in organizational strategy and design literature. In this respect, Bruce's statement to me about ITEN being a small team "out there trying to figure out how to make it work" aptly describes the sentiment of most highly motivated entrepreneurial ventures.

Scaling an entrepreneurial organization from start-up to the achievement of international scale is every executive team's aspiration. Organizational growth is a cyclical process through which leaders make decisions and solve problems within their organization and between the organization and its operating environment or marketplace (Ghosal, 2003; R. E. Miles et al., 1978; Ott & Eisenhardt, 2020). Internal factors of organizational structure and process (Desantola & Gulati, 2017; Kates & Galbraith, 2007) interact with the operating environment (Davis et al., 2009; Jauch & Kraft, 1986) to shape the approach leaders must take to successfully implement their strategy (Ketchen, 2003). The organizational structure ITEN adopts during their expansion will affect their internal processes as well as their engagement with the various international contexts they must navigate as they support the launch of theological educational institutions.

The executive team must correctly navigate important decisions to build organizational stability while maintaining the entrepreneurial flexibility required to scale their operations (Albert et al., 2015; Stacey, 1995). An entrepreneurial organization like ITEN that is continually prospecting new opportunities in diverse and uncertain regions

faces different challenges than established firms in stable and well-defined fields (Davis et al., 2009; Desarbo et al., 2005; Raymond E. Miles et al., 2010). Thus, it is essential that as ITEN pursues entrepreneurial growth in their mission field they make decisions about their structure, personnel, capabilities, and processes (Kates & Galbraith, 2007) which are aligned with their strategy and their operational context (Brunk, 2003).

Executive leaders make strategic choices based on problem solving decisions for the environment in which they operate (R. E. Miles et al., 1978). These decisions have direct implications for both their internal organizational structure and their choice of “technology” as the means by which they implement their strategy in the external environment (Randolph, 1984). Technology in ITEN’s case means the methods by which they implement their four core activities at partner sites to achieve their strategic goal of establishing institutions for training national church leaders. This reflects an adaptive cycle through which Prospector firms continually manage changes in structure and process to overcome uncertainty in the mission field (Jauch & Kraft, 1986; Ketchen, 2003). A decision in one aspect of their operations or structure requires adjustments in every area of the organization. In pursuing growth to scale, ITEN’s executive team will be required to ensure congruence of their organizational structure with their core activities, and flexibility of their implementation of core activities in a turbulent international environment (Randolph & Dess, 1984). Misalignment between any of these areas increases friction in the organization and creates gaps in the operating environment, both of which yield rapid declines in organizational effectiveness (Davis et al., 2009).

An organization such as ITEN which seeks growth through apprehending new opportunities in the mission field must develop the flexibility to continually adapt itself to overcome the uncertainty and ambiguity which their diverse international commitments present (Jauch & Kraft, 1986). They must also navigate ambiguous paths by which they accomplish their four core activities of Partnership, Resourcing, Training, and Networking with each project site for the successful establishment of educational institutions. Research demonstrates that their operating context demands a specific organizational form which balances structure with flexibility to enable optimal performance (Davis et al., 2009; Miles, et al. 2003). This requires the leadership to intentionally engage in a cycle of continuous renewal (Brown & Eisenhardt, 2003; Schmitt et al., 2018) through cyclical adaptation of their administrative structure, their delivery of resources in the marketplace (Jauch, 1986), and their pursuit of new opportunities (Miles, 1978).

ITEN's leaders must scaffold change based on continual organizational learning as they pursue alignment of capabilities, structure, and processes to successfully transform into an organization which blends stability of process with adaptability for growth (Albert et al., 2015; Cohen et al., 2019; Schmitt et al., 2018). A proactive approach toward the adaptive alignment of firm-level capabilities in coordination with their structure and processes will enable the executive team to scale growth internationally while maintaining their strategy.

To accomplish this, I examine how ITEN pursues their four core activities in alignment with the characteristics of a Prospector strategy and identify opportunities for adaptive alignment of structure and process to support the scaling of their operations

(Desarbo et al., 2005; Miles et al., 2010; Miles & Scaringella, 2012). A strategy for ministry which seeks to apprehend new project sites requires specific organizational capabilities and structures to support it (Miles, et al, 1978). The alignment of these qualities, which are common across organizations yet must be developed specifically by the leaders for their specific mission field context, enable ITEN to interact as a dynamic actor in the field of international church leader education. These will focus attention on specific process steps for building the stable yet flexible structure which will enable ITEN to increase the scale of their international effectiveness.

By examining how ITEN implements their four core activities in various countries I will identify opportunities to extrapolate learning across partnership sites into heuristics which can be applied across existing and new projects. This will aid organizational learning, reduce ambiguity, and expand firm-wide capabilities. ITEN's personnel and administrative structures will require specific attention to meet these expanded needs for planning and attention and require a shift in structural alignment based on the international environment (Brown & Eisenhardt, 2003; Randolph & Dess, 1984).

As ITEN seeks to increase their capacity for partnership projects which establish international training opportunities for national pastors and church leaders, the available organizational design and strategy literature provides abundant resources to guide them in their growth. ITEN fits the type of an entrepreneurial organization, and as such can benefit from the literature which describes the approach to aligning structure and processes with their strategy in their mission field. In my assessment of ITEN's organizational structure and operating dynamics, I identify ITEN's organizational type

based on the available literature and provides recommendations for alignment which supports growth to scale according to the current literature which guides the field.

Conceptual Framework

The alignment of organizational strategy, structure, and processes is fundamental to success in achieving strategic goals (Galbraith, 2014). I explore the ITEN leadership team's approach to implementing these characteristics and seek to identify gaps in capabilities and misalignments in structure and processes which may impede and stifle growth.

Organizational strategy is where the leader's vision, expectations, and efforts meet the real world! Galbraith (2014) observes that strategy focuses the organization's direction for growth and sets the parameters for the decisions leaders will make. Every organization faces the dilemma of how to invest its limited resources. It is their strategy which drives the direction of their choices of what they do and how they engage in their market segment. In their examination of organizational strategy, Miles and Snow (1978) describe it as the type of approach the company takes toward solving the problem of how to grow. This again drives the "what" and "how" questions which leaders must address for the success of their firms. Both models consider strategy as the driver of the company's approach to seizing the opportunities.

In their work on Organizational Adaptation, Raymond Miles, Charles Snow, and their co-authors (1978) wrote to provide a framework through which managers could view their firms as systems which are "integrated and dynamic." (Miles et al., 1978). This applies to the internal systems of the company and to the way the company

operates in its market environment. They stress the importance of alignment of the firm's external strategy with the internal structure and processes by which managers run their operations. The three forms of strategic organization types which Miles and Snow (2003) describe are the Defenders, the Prospectors, and the Analyzers. Each of these strategic types has an identifiable combination of characteristic which supports its engagement in the marketplace. The principle of alignment addresses the need for the firm's internal capabilities to meet the demands of their organizational strategy (Desarbo et al., 2005; Miles et al., 1978). Within this framework ITEN must address their structure and process requirements for a firm of their strategic type to operate effectively.

An organization classified as a Defender positions itself to excel through efficiency and expertise in a specific niche (Miles et al., 1978). They operate and pursue growth through maintaining stability and efficiency in a narrow market sector. They strive for mechanistic control over their processes to ensure efficiency and to pursue growth. All the decisions the leaders make, and all of the processes within the organization are aligned in the pursuit of control and efficiency. These organizations face the risk of ineffectiveness which prevents them from adapting to significant changes in their market.

The Prospector strategic type engages in a more dynamic marketplace and seeks broad continuous pursuit of new opportunities (Miles et al, 2003). Their leadership is continuously engaged in seeking and seizing new developments. The structures and processes which Prospector organizations implement support flexibility and adaptation. This enables them to move quickly into new openings and to engage

with developments as they arise. They tend not to use repetitive processes, but prefer to facilitate collaborative operations across a variety of domains (Miles et al., 1978). The main risk facing Prospectors is a lack of efficiency. They pursue many new opportunities which may not become profitable and can spend resources on efforts which fail to bear the fruit of their goals.

The third strategic type of organization which Miles and Snow (1978) identify is the Analyzer. This is a hybrid strategy which blends the risk mitigation of the Defender with the pursuit of new opportunity which is characteristic of Prospectors. They seek to maintain a stable core of operations to provide stability while also seeking opportunities to venture into new market segments for growth. Often the Analyzer organization is a second mover as they adapt their current processes to be more effective than a Prospector that has opened a new area of opportunity. The greatest challenge the Analyzer faces is maintaining an affective balance between the Defender's focused efficiency and the Prospector's inefficient opportunism.

ITEN is an organization which displays a Prospector strategy in the field of international theological education. They were launched as an entrepreneurial missions venture by a leader with a sense of calling to meet a need to train church pastors in a foreign field. Bruce Anderson and the leaders at EPC World Outreach began making commitments to support several project sites in the first few years because the requests kept coming in, and as Bruce described it, they loved the thrill of "being in the hunt" for new partnerships. Whether these were all viable partnerships which would launch successful seminaries in difficult places for ministry was less of a concern for the leaders and their sponsors in the founding years. These are markers of a Prospector

strategy. In the ensuing years as Bruce and Steve added Ed to the team for his management expertise, they began to develop a structure and processes for pursuing the development of their partnership sites, they maintained diverse approaches and customized their support to the demands of the various sites and even now have not streamlined an efficient process for planting seminaries. Their desire for growth to scale in the pursuit of new partnerships is hindered only by the constraints of their organization, not by a lack of opportunity in their chosen field of endeavor. This demonstrates another common risk to firms which adopt the Prospector strategy: they often overextend themselves and their resources.

Jay Galbraith and Amy Kates (2007) describe organizational capabilities as the link between strategy and the structure which the firm requires to execute its strategy. These are based on leadership decisions which take into account the dynamics and the constraints which the company faces. As leaders gather information particular details from sources such as dynamics in the field, staff, clients, and suppliers, they become better able to make abstract principled decisions which firm-level capabilities they need to develop to enact their strategy (Bingham et al, 2019). These capabilities enable the leaders to solve the problems which the marketplace poses to the firm and adapt to the dynamics they face externally and internally.

The Prospector strategy which ITEN's leadership has chosen carries specific requirements for organizational strategy and processes. Miles and Snow (1978, 2003) describe the and these as elements of an adaptive cycle through which organizations move as they execute their strategy to accomplish their goals. This cycle describes how organizations address specific problems which their strategy generates, and it is the

achievement of alignment between these elements which enables the structure and processes to successfully support the firm's strategy. The capabilities ITEN must develop and align effectively must address the problems Miles and Snow describe as *entrepreneurial, engineering, administrative* (1978), and *collaborative* (2003). These apply to each of the three strategic approaches described above and apply to each type of firm in particular ways. While the literature is clear that firm-level capabilities must be customized to address an organization's specific problems, the way leadership decides to solve for these problems through developing abstract (high level or organization-wide) firm-level capabilities shapes both their internal structure and their external pursuit of their strategy (Bingham et al., 2019).

Prospector Strategy Capabilities

The following table provides an overview of Miles and Snow's characterization of the typical Prospector strategic model and its employment of the four organizational capabilities (Miles et al., 1978; Miles et al., 2003). This model serves as the framework for identifying ITEN's alignment as a Prospector-type organization.

Organizational Components	Prospector Employment of Components
Entrepreneurial: <i>Locate and exploit new products & opportunities</i>	Broad & continuously developing domain. Wide range of environmental conditions and events. Growth through product & market development. Growth in spurts.
Engineering: <i>Avoid long-term commitments to a single technological process</i>	Flexible, prototypical approaches. Multiple approaches. Low degree of routinization Approaches embedded in people (vice in equipment)
Administrative: <i>Facilitate and coordinate numerous & diverse operations</i>	Marketing and R&D expertise most influential. Leadership often large & diverse with inner circle. Planning is broad, problem oriented, action oriented. Low division of labor, low formalization of roles. Decentralized control with short-loop horizontal information systems.
Collaborative: <i>Enter joint enterprises to achieve mutually beneficial outcomes</i>	Two or more parties work together to achieve mutually beneficial outcomes. Each is committed to shared success based on intrinsic motivation and caring trust.
Strategic Risks	Low profitability, over-extension of resources. Inefficient use of resources. Underutilize or mis-utilize resources.

Table 1 – The Prospector Organizational Strategy (Miles et al. 2003).

Entrepreneurial Capability

A specific product or service, and a target market or market segment.

Prospectors engage in a constant pursuit of new opportunities in a broad market segment. They seek growth through quickly identifying and engaging in new developments across diverse opportunities. Prospectors operate in a wide range of environments, wherever the new opportunities arise, and they customize their products or services to these new markets. They tend to experience growth in spurts as they seize upon new developments which expand quickly in one market, while experiencing

pauses or declines in growth as markets mature. The entrepreneurial function remains a top-management responsibility for the lifetime of the firm.

Engineering Capability

The system which puts into operation the delivery of products or services determined by the Entrepreneurial capability solution. Prospector firms develop flexible approaches for the delivery of their products or services for the unique requirements of the market context for each opportunity. Each method is treated as a prototype designed to meet the unique local challenge, with little concern for the ability to reproduce the system in a different context. Because market conditions change rapidly, prospectors rely on short-term approaches which are quickly adaptable and resist long-term commitment to a specific technology or process. Prospectors invest heavily in their people and give them the ability to make adaptive localized decisions for meeting the specific challenges in their local region. This function requires navigation between top-management and organizational managers & staff to adapt internal processes to meet the shifting requirements of the marketplace.

Administrative Capability

Internal structure and processes which provide stability of operations while still providing the flexibility required for innovation to seize new opportunities. The Prospector-type organization relies heavily on their marketing and Research & Development teams to drive the firm forward. While there may be a large leadership team, these organizations are often run by a small inner circle of key executives. Their

approach to problem solving tends to be broad and action oriented, with a view that processes can only be judged as action is taken and results assessed. Prospector leaders generally have broad authority and low role specificity and engage in short-loop feedback decision making which enables swift assessment and quick adjustment to market changes. This function requires an internal management structure to support the executive leadership in their pursuit of organizational expansion.

Collaborative Capability

In an expansion of their original work, Miles and Snow include collaboration as an essential capability of successful organizations (Miles et al., 2003). Joint partnerships with external organizations to create a mutually beneficial web of resources and expertise to solve for their entrepreneurial, engineering, and administrative capability problems. Collaborative networks allow each firm to out-source non-core functions to partner organizations. This enables a firm to work in partnership with others in such a way that each is committed to the other's success because their work efficiently meets each other's needs and increases their combined ability to achieve their strategic goals in the market segment. They explain that collaboration is most effective when the partnering organizations operate in a relationship based on intrinsic motivation and caring trust (Miles et al., 2005). Each is intent on success in their own area of specialization because they contribute to the greater innovation and rewards of all in the marketplace, and each trusts that the others will share equitably in the value created by the returns of their efforts. While Miles and Snow (2003) acknowledge that the capability of collaboration may be imperfect or aspirational in the

general business market of for-profit companies, the caring trust and intrinsic motivation required for effective collaboration is likely within reach of many non-profit and charitable organizations.

Strategic Risks for Prospectors

A Prospector-type organizational strategy carries a number of risks specific to their pursuit of growth through flexible adaptation in diverse markets. These organizations may experience low overall profitability as a result of investing widely in many opportunities which do not all become successful and increase profits. The opportunities which grow quickly may be very profitable, but the many projects which fail in the marketplace place a drag on overall profitability. The Prospector is also prone to over-extending its resources as small teams take on larger or more expansive projects. They also face the risk of under-utilizing or mis-applying resources in areas which do not bear the fruit of their efforts. And because the Prospector firm relies heavily on its people for their expertise and efforts in developing market opportunities, staff burn-out or turnover poses a significant risk to the long-term growth of the organization.

Questions

It is essential that ITEN, as a strategic Prospector-type organization, align its capabilities, structure, and processes to effectively support each of their core activities. This will position them for growth as they engage in their work of raising up training institutions for international pastors. By Identifying misalignments and gaps which hinder their progress toward this goal, I offer recommendations for improving their

organizational alignment. These recommendations support ITEN's growth to scale and enable them to capture emerging high pay-off opportunities for developing international theological institutions.

The key questions which guide my organizational assessment are in two categories: Alignment of structure and processes capabilities with the ideal Prospector organization, and alignment of organizational structure & process with ITEN's core activities.

1. How closely does ITEN's strategy reflect the typical Prospector-type strategy?
 - a. In what ways does ITEN demonstrate Prospector-type Entrepreneurial, Engineering, Administrative, and Collaborative components of strategy?
 - b. What misalignments exist in ITEN's structural and process components which detract from their Prospector strategy?
2. How well does ITEN align structure and process components to support their core activities?
 - a. In what ways does ITEN employ Entrepreneurial, Engineering, Administrative, and Collaborative components to support their core activities for growth to scale?
 - b. What misalignments exist in ITEN's structural and process components which hinder their growth to scale?

Project Design

To evaluate ITEN's organizational alignment pursuant to their goal of entrepreneurial growth to scale, I have developed a framework based upon Miles &

Snow's (2003, 2010) work on the alignment of organizational strategy, structure, and processes. My two-stage approach begins with identifying ITEN's strategic organization type, based on the approach the leadership has chosen for engagement in their mission field, according to Miles and Snow's typology framework (Miles, et al., 1978). Secondly, based on the organizational strategy, I evaluate ITEN's alignment of their organizational structure and processes for support of the core activities which are ITEN's goals for establishing their partnership sites. They offer the helpful distinction that an organization's strategy is associated with leadership intent in the mission field, and their structure is reflected by their actions (Miles et al., 2003).

Using the Organizational Alignment Evaluation Protocol I have developed, I compare ITEN's organizational alignment of structure and processes against the "ideal" organization of their strategic type, and assess the alignment of organizational components with their support of ITEN's core activities. This applies Miles and Snow's (2003) approach to analyzing an organization as an integrated whole – the outworking of interactions of their strategy, structure, and processes in the mission field – and identifies the importance of alignment between these elements which is necessary to support their strategy. Thus, the more closely ITEN's actions are aligned with the leadership's intent, the more effective they will be in accomplishing their core activities at their numerous partner sites.

ITEN's Core Activities for Partner Site Development

ITEN pursues their strategy for the development of international theological education partner sites through four core activities: Partnership, Resourcing, Training,

and Networking. These are the activities which their organizational capabilities, structure, and processes must support for ITEN to be successful and to grow. ITEN defines their four core activities in the following way:

PARTNERSHIP: global relationships forming partnerships with seminaries and schools proximate to the least reached, which become long-term site partnerships producing self-sustained training and sending institutions for national churches.

RESOURCING: Providing or coordinating for prayer, funding, materials, expertise, technical help, and volunteers for site development.

TRAINING: Providing long- or short-term teachers to our (partner) sites.

NETWORKING: Relationships with organizations and people for collaboration in the EPC (Evangelical Presbyterian Church) and the wider evangelical world (to meet the needs of partner sites).

ITEN must adapt and align their organizational capabilities with their core activities to scale their operations successfully at their partner sites and in the broader mission field (Randolph & Dess, 1984).

Data Collection

I employed qualitative assessment methods to assess ITEN's organizational strategy and the alignment of structure and processes capabilities with their core activities for developing training institutions. These organizational elements are significant because they are under the direct control of the executive leadership (Galbraith, 2014) and result from the decisions they make in their operational

environment. Examining and assessing ITEN's pursuit of growth to scale required information from both internal and external sources. I sought to gather details from all aspects of their work. Corporate ethnographies employ a variety of methods for data gathering from all levels of an organization (Turco, 2016) including source documents and interviews with leadership, support staff, partner organizations, and collaborative partners. Due to the sensitive nature of ITEN's religious work in some countries, specific identifiable information related to certain project sites and international leaders are guarded as confidential.

I drew information from several sources including leadership interviews, the observation of core activities, and the examination of core organizational documentation. These provided an array of information about leadership perspectives on implementing their strategy, the degree of alignment between their organizational components, the current organizational structure, and how they employ structure and processes as they pursue their core activities to establish international theological education sites.

Direct access to ITEN's executive leadership team was essential for understanding the methods by which they manage existing projects and for identifying how important decisions are made about operational priorities (Ott & Eisenhardt, 2020; Turco, 2016). The leadership's approach toward decision making, especially their process for employing organizational learning to identify and solve common problems across multiple project sites, was important for assessing organizational alignment and providing recommendations for scaling operations. This required direct interaction with ITEN's executive leaders, as well as information from core documents, to gain an

understanding of the work of the firm (Brown & Eisenhardt, 1997; Brunk, 2003; Phillips et al., 2003). Core documents capture the communication of decisions through the organization, provide historical records, and express the future intent of the organization – all of which contribute information for analysis.

Interviews with ITEN leaders and staff provided a significant source of information. I conducted all the interviews by telephone or over Zoom web conferencing. To capture the discussions, I recorded the phone and video interviews (with participant permission) and used a phone app and software program to generate transcripts. The Tape-a-Call app includes a paid feature for generating a written transcript of a recorded telephone call, which I used save the transcripts for later coding. From the Zoom online interviews I saved the video and audio recordings and processed the audio files through Otter.ai to obtain transcripts for coding. This was more cost effective and flexible than the paid feature in Zoom for transcribing the video interviews.

Organizational primary documents provided a record of the historic decisions and work of the organization, as well as information on the current state of their work. ITEN's leaders provided me with documents such as historic and current strategy papers, the Multi-year Ministry Plans (MMPs) and Memoranda of Agreement (MOAs) which they established with partner sites, assessment tools including GANTT charts, and annual reports to their supervisors at the denomination.

ITEN's executive core consists of three individuals who of necessity share decision-making responsibilities. They also divide internal administrative and process tasks, as well as oversight assignments for partner development sites. Interviews with the executive team provided qualitative information for assessing their use of

Entrepreneurial strategy and the employment of structural and process capabilities. These have brought to light organizational misalignments and capability gaps which will require correction during the next phase of their growth. It would have been helpful to conduct interviews with partner site leaders to assess ITEN's effectiveness in the mission field. Discussions with these international site leaders would focus on the effectiveness of ITEN's core activities in the various national settings. These could also provide information on common problems across sites which can be assessed for opportunities to expand solutions across sites. Attempts to reach national site leaders have not been successful as of the time of writing due to a variety of national and political circumstances in these countries.

Organizational documentation features prominently in ITEN's pursuit of site development and project tracking. Access to these data sources supported my assessment of defined priorities and analysis of progress across the organization. ITEN codifies their organizational vision and goals in a Master Plan which they submit to the Evangelical Presbyterian Church as their parent organization, as well as collaborative partners and partner development sites. This presents their vision, goals, and overarching strategy. They generate site assessment documents, Memoranda of Understanding, and Multi-year Ministry Plans which the leaders use to evaluate potential sites and to establish working agreements with accepted locations for their development efforts. The leadership tracks site priorities and progress goals on a GANTT chart, which provides sequential process phases and target dates for implementation of the 12 Site Program Elements which they pursue in establishing international theological seminaries. The use of documentation codifies strategic

priorities, disseminates organizational learning, and guides processes of problem solving and program implementation throughout the firm. These data assessments, taken with the interlocking nature of strategic decisions, administrative transformation, and mission field engagement, will guide the project in determining the critical areas of transformation for ITEN to achieve stability while pursuing flexible growth to scale.

Data Analysis

ITEN's leadership receives more partnership requests for developing theological training schools than they can support. Their challenge is to determine how to scale their organization to take advantage of all these new opportunities. I have examined their current capabilities, structure, and processes, and offered an assessment of how well these are aligned with their stated strategy. This led to identifying capability gaps and misalignments which lead to recommendations through which leaders can improve their firm-level capabilities, structure, and processes to grow to scale and seize emerging opportunities.

To accomplish this organizational analysis, I developed an Organizational Alignment Evaluation Protocol to evaluate how ITEN's leaders employ their organizational structure and process components to accomplish their stated core activities at project sites. The protocol is a grid which compares Miles and Snow's (2005) four structure and process components (Entrepreneurial, Engineering, Administrative, Collaborative) with ITEN's four core activities (Partnership, Resourcing, Training, Networking). Each component in the top row is evaluated for its support of ITEN's core activities on the side column. Evidence of alignment between the structure

and process components of the Prospector strategy and the organizational core activities are coded to each grid square at the intersection of the evaluands. With the axiom of “Alignment = Effectiveness” (Kates & Galbraith, 2007), the protocol reveals alignment or misalignment between capabilities and priorities, and identifies gaps which leaders must address in order to pursue entrepreneurial growth to scale.

Organizational Alignment Evaluation Protocol

Alignment of Structure & Processes to Accomplish Organizational Core Activities				
Structure & Process Components	Entrepreneurial Services Provided to Develop Project Sites	Engineering System for Delivering Services to Project Sites	Administrative Structure & Processes guiding stability and innovation	Collaborative Access to Web of Expertise & Resources
ITEN's Core Activities				
Partnership Global relationships forming partnerships with seminars and schools proximate to the least reached, which become long-term site partnerships producing self-sustained training and sending				
Resourcing prayer, funding, materials, expertise, technical help, and volunteers for site development				
Training Long-term or short-term teachers provided to Partner Sites				
Networking relationships with organizations and people for collaboration in the EPC and wider evangelical world				

Table 2 - Organizational Alignment Evaluation Protocol

The primary methods of information gathering were interviews and review of primary organizational documents. I conducted two formal interviews with each member of the executive team, these being Bruce, Steve, and Ed. These were online or telephonic interviews because each leader lives in a different region of the country. I was also able to meet Steve in person when our schedules overlapped for a national church conference. I also conducted one interview each with Mike, Paul who lives and works in Guatemala. These two are site coordinators and do not regularly participate in organizational decision making with the executive team. I requested to be put in contact with international partner site leaders, and ITEN provided me with the contact information for three potential leaders to interview. Only one leader has responded at this time, but he has not yet been available for an interview. The other two partner site leaders live in restrictive countries which are undergoing severe difficulties due to the COVID pandemic and national political turmoil.

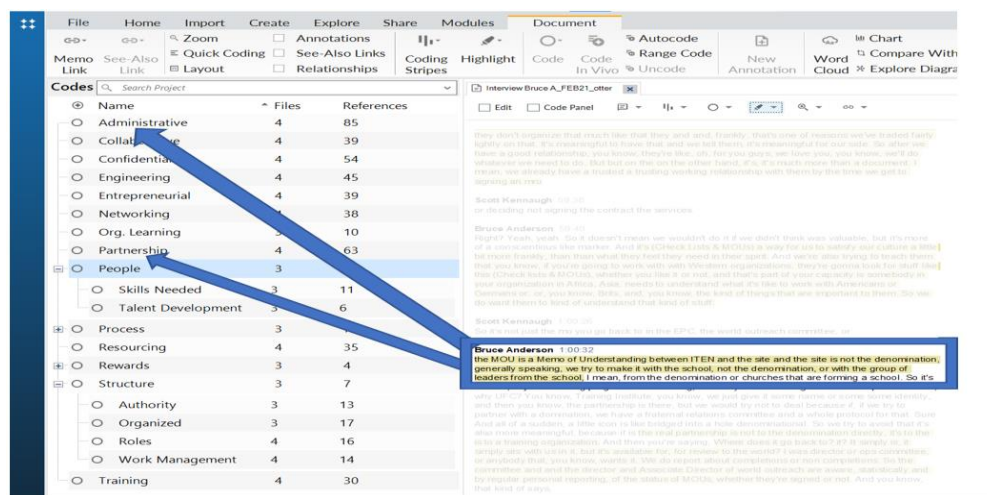
Through interviews I conducted discussions with leaders to draw out their perspectives, their intent for implementing strategy, and their involvement in the structures and processes of the organization. I used the interview questions as a framework to guide the interview discussions rather than as survey items with which to gather data points. The format of the interview protocols I used are based on example interview questions I obtained upon request from a published researcher. During my literature review I engaged with work published by Dr. Timothy E. Ott, of the University of North Carolina at Chapel Hill. Through his contact information in the publication, I made email contact with him to ask about his methods and asked for a copy of the interview questions he used for his research. While the questions themselves were not

directly pertinent to ITEN, his method of structuring the interview questions represented a current example of a funnel interview (Morgan, 2016). These questions were designed to proceed from broad to narrow topics, and they included scaffolding questions which served to bridge between topics and to redirect a conversation if a respondent was unable to answer or got off track. My interview questions (see appendix) followed this scaffolding format.

The organizational primary documents were generated by ITEN leaders over the past ten years of their operations. Several iterations of their strategy papers and annual reports provided insight into their origin and the development of their Entrepreneurial strategy for entering the arena of international seminary development in hard-to-reach countries. A collection of their administrative documents such as a GANTT chart, the Memorandum of Agreement (MOA) and the Multi-year Ministry Plan (MMPs) for various partnership sites detail the needs and capabilities to be developed to establish a viable training center. These provided concrete examples of how ITEN implements their core activities at each site and reveals the flexibility with which they manage each site, as they do not follow rote implementation with fidelity, but adapt the principles to meet partner site needs in local context. Another source of documentary information were the informal newsletter and articles which the leaders published to supporters, friends, and partner churches. These provided real-time updates on the status of their work, shared challenges, and successes from each leader's endeavors, and added life's color to their activities which formal reports cannot capture.

During data collection I used the program NVivo, from QSR International, to assemble and code the information. The program accepts uploads of a variety of

different file types and supports them for coding. I used the Organizational Alignment Assessment Protocol as the structure for building the codes for use in categorizing the data. I created codes for each of the four Structure and Process Capabilities: Entrepreneurial, Engineering, Administrative, and Collaborative, and for each of ITEN's core activities: Partnership, Resourcing, Training, and Networking. I proceeded to code each interview transcript and each pertinent document to the categories on the Assessment Protocol.



By assigning each statement or information point to a code for both the relevant capability and the appropriate core activity (based on the definitions provided previously) the protocol generated alignment couplets.

Organizational Alignment Evaluation Protocol

Alignment of Structure & Processes to Accomplish Organizational Core Activities

Structure & Process Components	Entrepreneurial Services Provided to Develop Project Sites	Engineering System for Delivering Services to Project Sites	Administrative Structure & Processes guiding stability and innovation	Collaborative Access to Web of Expertise & Resources
ITEN's Core Activities				
Partnership Global relationships forming partnerships with seminaries and schools proximate to the least reached, which become long-term site partnerships producing self-sustained training and sending			MOU Memo of Understanding	
Resourcing prayer, funding, materials, expertise, technical help, and volunteers for site development				

The evaluation of these across all interviews and documentation builds a case to demonstrate either alignment or misalignment in each square of the Protocol. Sections of the grid which demonstrate alignment of strategy with organizational capabilities, and organizational capabilities in alignment with core activities are identified as effective areas of ITEN's operations. Where these alignments are not demonstrated or where evidence reveals misalignment or gaps in capability, the protocol identifies these as ineffective areas of ITEN's operations which require change to bring them into alignment to support ITEN's growth to scale.

Findings

The qualitative information I assembled provided evidence of the relative alignment of ITEN's strategic approach in comparison with the typical Prospector organization as they engage the mission field of international theological education. It also provides information for assessing the alignment of their structure and process capabilities with their core activities through which they pursue the development of their many partner sites. The assessment identifies points of emphasis and others which receive scant attention by ITEN's leadership. These point to areas of alignment which contribute to their success and areas of misalignment which hinder progress at various partner sites.

The key questions for assessing ITEN's capacity for growth to scale are:

- How effectively are ITEN's structure and process capabilities aligned with the Prospector strategic characteristics?

- How well are ITEN's structural and process capabilities aligned in support of their core activities?

Findings for Question #1

How effectively are ITEN's structure and process capabilities aligned with the Prospector strategic characteristics?

The firm-level capabilities which company leaders decide to develop links their strategy to the form of the organization (Kates & Galbraith, 2007). ITEN's organizational structure and processes follow from these capabilities and closely meets the criteria for a strategic Prospector organization (Miles et. al., 2003). ITEN's strategy for engagement in their mission field as a Prospector is based on the pursuit of new opportunities for international educational partnerships. Their success at this strategic approach has generated more educational project opportunities than they have been able to commit to supporting. As Bruce expressed it, "Opportunities have never been a problem...we're just touching on a massive global need (for international theological education)."

Their organizational growth reflects aggressive initial expansion into new mission field opportunities, as they have pursued project opportunities in areas as diverse as Albania and Guatemala and the central African continent. These present diverse opportunities for developing partnerships and require a degree of specialization for each area which requires creative flexibility. Their growth has come in fits and starts. They launched with only a couple of national prospects. Yet while they set a goal of establishing ten partner sites by the year 2025, they exceeded that goal (with eleven

sites at one point) before 2020. At that point they were forced to restrict themselves from adding new projects due to the limits of their organizational capacity.

The following table provides a comparison of the previously discussed Prospector characteristics with the strategic approach which ITEN’s leadership demonstrates through their engagement in the field of international theological education. Color coding of the Organizational Component rows indicates the degree of alignment or misalignment of ITEN’s strategic activity with that of the ideal Prospector strategic type organization. Green indicates close alignment, amber indicates some potential misalignment, and red represents significant misalignment.

Assessing ITEN as a Prospector Organization		
Organizational Components	Prospector Employment of Components	ITEN’s Employment of Components
Entrepreneurial: <i>Locate and exploit new products & opportunities</i>	Broad & continuously developing domain. Wide range of environmental conditions and events. Growth through product & market development. Growth in spurts.	Project sites in ten countries, multiple new prospects available. No two project sites are the same – country, culture, language, resources available. Growth through newly emerging partnerships.
Engineering: <i>Avoid long-term commitments to a single technological process</i>	Flexible, prototypical approaches. Multiple approaches. Low degree of routinization Approaches embedded in people (vice in equipment)	Memorandum of Understanding (MOU) & Multi-Year Ministry Plan (MMP) is unique to each project site. Each leader determines best approach for their project sites.
Administrative: <i>Facilitate and coordinate numerous & diverse operations</i>	Marketing and R&D expertise most influential. Leadership often large & diverse with inner circle. Planning is broad, problem oriented, action oriented. Low division of labor, low formalization of roles. Decentralized control with short-loop horizontal information systems.	Processes focused on customization of efforts based on project site requirements. Three-person leadership core. Monthly executive meetings to assess site status & plan next actions. Each leader does all work for their own project sites.

Collaborative: <i>Enter joint enterprises to achieve mutually beneficial outcomes</i>	Two or more parties work together to achieve mutually beneficial outcomes. Each is committed to shared success based on intrinsic motivation and caring trust.	Partners with organizations having expertise specific to the needs of project sites. Seeks to link project sites with “Champion Churches” which provide site-specific resources.
Strategic Risks	Low profitability, over-extension of resources. Inefficient use of resources. Underutilize or mis-utilize resources.	Long-term partnerships yield slow growth. Majority of operations (domestic & international) run by only three people. Staff frequently operate outside their expertise. National dynamics & wrong partnerships threaten site projects.

Table 3 – Assessing ITEN as a Prospector Organization (Miles et al. 2003).

ITEN’s Entrepreneurial Capability

ITEN implements this capability through the continuous search for new partnership opportunities, new resources, diverse training methods, and expanded networks of support that will meet the need for establishing pastoral training centers in underserved regions of the world. When Bruce and the World Outreach Committee became aware of the need for training and education for national pastors, they made a specific decision on their approach to solving this version of the entrepreneurial problem. Their decision is captured in their purpose statement as to “inspire, grow, unite, and improve the EPC’s theological education efforts in Europe, Africa, Asia, and Latin America” with a goal of seeing their national partners grow “at least 10 training sites which teach and send their own by 2025.” This is the entrepreneurial capability to which the leaders agreed to commit their resources, and it serves to define ITEN in the sphere of international theological education.

ITEN's Engineering Capability

To implement their Entrepreneurial capability, ITEN as a Prospector-type organization places emphasis on developing a flexible approach to the partnerships in which they are engaged and does not apply a consistent repeatable process to meeting the need at each site. Because the solution to theological education needs in Albania will not be the same as in Guatemala, ITEN relies on leaders who apply flexible judgment on how to proceed with their particular sites, as opposed to managers who can efficiently implement a well-defined systematic process (Miles et al., 2003). This flexibility enables them to evaluate new prospects for partnership based on an expansive set of criteria and not to limit themselves to opportunities which only fit into their pre-defined process for establishing training institutions overseas. One area of potential misalignment with the Prospector strategy is their commitment to Multi-year Ministry Plans with partner sites, which deviates from a Prospector's preference for short term adaptable approaches and the avoidance of long-term commitments to a particular project.

ITEN's Administrative Capability

Internal structure and processes which provide stability of operations while still providing the flexibility required for innovation to seize new opportunities closely describes ITEN's administrative capabilities. The Administrative capabilities ITEN has developed serve to establish short-loop internal systems for resolving the problems which the entrepreneurial and engineering capabilities have addressed. The executive core of three people shares broad overall understandings of their projects, while each leader exercises decentralized specific discretion in implementing the work at the sites

they manage. This has the effect of keeping the innerworkings of the firm running based on decisions already made, and yet still allows for flexibility for new opportunities as they arise, and the of coordination of resources among the ten different sites in which ITEN is engaged (Miles et al., 1978; Miles et al., 2003). This encompasses decision making processes, personnel hiring and assignments, the distribution of resources, and business controls for guiding the work at their sites.

ITEN's Collaborative Capability

This function draws ITEN together with partners in for-profit, non-profit, and education sectors to bring outside expertise to bear for each project site. This serves to benefit ITEN as they implement their Prospector-type strategy. By establishing partnerships with U.S. and host nation churches, and with other organizations which provide theological education, ITEN can secure support for their partner site development requirements and gain efficiencies in areas where they lack individual expertise. Their ability to connect Champion Churches in the United States with partner sites overseas, or to share the tasks and expenses of conducting a training event for national pastors with an international missions organization demonstrates ITEN's use of the collaborative capability in pursuit of their strategic goals.

ITEN's Strategic Risks

ITEN experiences many of the strategic risks commonly associated with the Prospector strategy. Their ability to pursue growth to scale suffers from the constraints of their small executive team and the over-extension of their personal abilities and resources. While each leader has the latitude to make adaptive decisions for the project

sites they manage, the many demands involved in establishing each site tend to drive the leaders to focus on the most pressing immediate need while longer range decisions are delayed or left un-actioned. ITEN's leaders frequently find themselves operating beyond their capacities or outside the bounds of their personal expertise in support of their partner sites. In some instances, they have invested significantly in partnerships which have failed or collapsed due to national political events, external influences such as the pandemic, or as Steve stated in one case, having selected the wrong national partner. These common pitfalls for Prospector organizations pose obstacles to ITEN in their pursuit of growth as they seek to achieve their strategic goals.

Findings for Question #2

How well are ITEN's structural and process capabilities aligned in support of their core activities?

Through the NVivo analysis program I used the Matrix Coding Query (NVivo, 2021) to assess the data from the interviews and organizational documentation which I had coded to the Organizational Alignment Evaluation Protocol. The Matrix Query generated comparisons between organizational structure and process capabilities and ITEN's stated core activities. These compare the relative level of emphasis the leaders gave to capabilities in support of the four categories of activities ITEN maintains with their partner sites.

The Matrix Query generated a table from the data coded to selected categories. I ran the query to mirror the Organizational Alignment Assessment Protocol with structure and process capabilities codes set to the column headings, and ITEN's core activities codes in the rows. The Matrix Query generated a table which captured the information

in groups at the intersections of the Capability column and Activities rows. The intersection squares of the Matrix Query table reflect the weight of information for those categories based on the number of information items coded to both of those topics. Intersections with larger number counts indicate topics which received more attention during interviews and in organizational documentation, while those with lower number values represent topics which receive less focus during discussions with ITEN's leadership. The Coding Matrix also features a color-coding scheme which indicates differences in coding weights with a color range similar to a heat map. This is useful for further differentiating the value levels of attention in the matrix categories.

	A : Entrepreneurial ▾	B : Engineering ▾	C : Administrative ▾	D : Collaborative ▾
1 : Partnership ▾	30	35	28	4
2 : Resourcing ▾	4	19	11	13
3 : Training ▾	12	46	7	5
4 : Networking ▾	2	13	8	23

Table 4 – ITEN Matrix Coding Query Table

Using the Matrix Query table for a qualitative study of ITEN served to categorize the interview comments and organizational documents for content analysis. Key statements in each category were more important than the quantity of comments coded to each intersection on the grid. Since there were no measurable values assigned to weight the comments for quantitative analysis, the table indicates which capabilities and priorities received the most attention but does not reveal important qualitative information simply based on the quantity or dearth of discussion codes.

The heaviest level of discussion for three of the four capabilities: Entrepreneurial (what they do in the mission field), Engineering (how they engage the mission field), and Administration (processes that support mission field engagement) was focused on the core activity of Partnership. The leaders place a strong emphasis on long-term

relationship building with their partner sit leaders. Only the Training core activity received as much attention in the interviews and documentation. Based on the results of the Coding Matrix, the activities of Resourcing, Networking, and in most respects Training, all appear as subordinate concerns to the activity of Partnership.

Within each intersection on the Matrix Query, I conducted a second assessment of the coded information to identify indicators of alignment or misalignment of each capability with each core activity. The comments and documentary data coded to each category served to provide information about how ITEN's leadership did or did not address these topics. I compared the interview comments and observable activities with ITEN's previously defined goals and priorities, and with the definition of each firm-level capability in its support for the core activity.

Despite the volume of information coded to each grid section, it is in the quality of the statements where the assessment points to conditions of alignment or misalignment within each coded category pair. The category of Administrative Capability with the Training core activity received relatively little coverage, and Ed's statement that, "we're going to hold on our current staff and work toward completion of sites that we have" indicates the possibility of an organizational misalignment which hinders their capacity to pursue new opportunities. In another instance, the connection of Engineering and Networking is not heavily discussed but includes Mike's assessment that missionaries such as ITEN's leaders are essential for connecting champion churches as partners for development sites. He states, "churches tend to depend on a missionary type in the equation to make that relationship work" which provides an important insight on a lightly discussed topic.

The following table provides a collection of statements coded to each capability and core activity which demonstrate alignment and may support the achievement of organizational priorities and growth to scale.

Example Interview & Document Data Demonstrating Potential Alignment				
	Entrepreneurial	Engineering	Administrative	Collaboration
Partnership	<p>"We're just touching on a massive global need, you know, ministries doing the kind of stuff we're doing, there should be. I mean, there should be much, much more of this going on.</p> <p>- Bruce A.</p>	<p>We were helping with accreditation, if you wanted it, we were working through getting funding and faculty training, all that kind of stuff.</p> <p>-Steve W.</p>	<p>This MOU will foster a common understanding of our work together, promote healthy communication and collaboration, and assist in planning for our mutually desired outcomes</p>	<p>David is the one who introduced us to the possibility of partnering with the H.B.C. and was part of the process that developed our MOU with them.</p> <p>- Ed M.</p>
Resourcing	<p>So, to develop a site...we do a lot of different things. Actually...there's a list of about 12 things that we do.</p> <p>- Bruce A.</p>	<p>We're writing course material that will serve both as a guide for classroom time and will become their "library" of Old Testament reference materials</p> <p>-Ed M.</p>	<p>Both of those churches have had me come in and share and speak. And both of them came on as funding partners for the Sudan project</p> <p>- Mike K.</p>	<p>having people who can help us technically figure out how to get adequate library or, you know, digital resources</p> <p>- Bruce A.</p>
Training	<p>Organizations like ITEN, one of the key services that we can do, ... is to give, you know, specialized training on specialized topics that have to do with things that are already part of people's responsibility.</p> <p>- Paul B.</p>	<p>MOU with Albania</p> <ol style="list-style-type: none"> 1. ITEN will provide: <ol style="list-style-type: none"> a. Faculty training 	<p>we're also trying to teach them that if you're going to work with Western organizations, they're going to look for stuff like this (Check lists & MOUs), whether you like it or not, and that's part of your capacity</p> <p>- Bruce A.</p>	<p>broadly, what I'm talking about are some things that I'm working with locally that are transferable to other regions of the world, where ITEN is working</p> <p>- Paul B.</p>
Networking	<p>River Oaks Community Church in the woods near Winston Salem, they've been doing some great work in ongoing training of leaders in a country in Southeast Asia.</p>	<p>Churches tend to depend on a missionary type in the equation to make that relationship work</p> <p>-Mike K.</p>	<p>The three of us meet at least monthly to work through details of the Ministry Leadership Training Institute.</p> <p>- Ed M.</p>	<p>I have plans to go with the missions pastor...to introduce them one to another. Hopefully...that church adopts that school as an official partner</p> <p>-Steve W.</p>

Table 5 – Data Demonstrating Alignment

The following table provides a collection of statements coded to each capability and core activity which demonstrate possible misalignment and may hinder the achievement of organizational priorities and constrain organizational growth.

Example Interview & Document Data Demonstrating Potential Misalignment				
	Entrepreneurial	Engineering	Administrative	Collaboration
Partnership	<p>“Given the situations on the ground now, like, I don't know that we can do that anymore.” -Steve W.</p>	<p>Or we can reorganize in such a way that like, what we are able to do becomes the goal...or what's realistic, right? Then we know for sure we're hitting the target, because it's a really small goal. -Steve W.</p>	<p>We're not recruiting more staff members, and we're not recruiting more sites - Ed M.</p>	<p>Cuz you can be anybody then, at that point and be a consultant. And we'd be the first to admit, Sir, I'm not necessarily the best guy for you to talk to. - Steve W.</p>
Resourcing	<p>The program with third mill seems to be up and running...we're complete, you probably don't need our help anymore. - Ed M.</p>	<p><i>Little to no discussion or evidence of engineering processes focused which deliver comprehensive support for developing seminaries</i></p>	<p>How do we decide which ones (doors / opportunities) to walk through? And we've been looking at recently...a big factor has been capacity -Ed M.</p>	<p><i>Little to no discussion or evidence of engineering processes focused which deliver comprehensive support for developing seminaries</i></p>
Training	<p>That's one of our problems is people think that we just go and teach, and we send teachers. -Bruce A.</p>	<p>we don't teach unless we have to. -Bruce A. vs. we conduct theological education with pastors in rural areas - Steve W.</p>	<p>there's a need for even the smallest of schools to understand best practices...quality assurance, without the need to reinvent the wheel every time - Paul B.</p>	<p>Ed's summer job means he finds himself as researcher, writer, and formatter. -Newsletter</p>
Networking	<p><i>Little to no discussion or evidence of mission field engagement to network partner sites with orgs. having expertise in establishing seminaries</i></p>	<p><i>Little to no evidence that this addresses all aspects of connecting partner sites with many resources and orgs. which support the entire scope of seminary development</i></p>	<p>(He) is, like, my supervisor, but there's not a whole lot of close supervision going on... there's not really any coordination as far as planning. - Paul B.</p>	<p>The ITEN leadership team will meet April 27-29...to assess the progress of the many partnerships and...how best to move forward - Newsletter</p>

Table 5 – Data Demonstrating Potential Misalignment

Discussion

Using the qualitative data from leadership interviews, reviews of strategic organizational documents, and observation of interactions with a project site, I evaluated the two questions at the core of ITEN's pursuit of growth to scale. The information validated ITEN's organizational Prospector strategy as their means for engaging in the mission field of international theological education. It also revealed areas of alignment of their organizational capabilities with their project site core activities and raised warnings about misalignment which may be stifling the potential for further growth.

ITEN's Organizational Strategy - Prospector

The first question addressed is that of the effective alignment of ITEN's mission field strategy with the "ideal" Prospector organization strategy. ITEN's strategy for mission field engagement closely resembles that of a Prospector (Miles et al., 2003). The entrepreneurial capability is consistent as the leaders spent the majority of their first ten years pursuing new opportunities for international partnerships, and by their own admission they are drawn to the pursuit of new and exciting opportunities. Their success at this strategic approach has generated more project opportunities than they have been able to commit to supporting. As Bruce expressed it, "Opportunities have never been a problem...we're just touching on a massive global need (for international theological education)." This drives their desire to scale their organizational growth.

Their engineering capability is another marker of ITEN's Prospector strategy. Miles and Snow (1978) describe the Engineering approach as the avoidance of

commitments to single long-term processes for their work in the mission field. The goal is to seize a current opportunity while remaining flexible enough to change their processes as new opportunities arise. Examples of common methods for maintaining this flexibility are the use of flexible approaches which can be adapted to different national church situations, and that of placing people rather than equipment at the center of the implementation process (Miles et al., 2003).

ITEN demonstrates their Engineering capability by their flexible use of their Site Assessment Tool and their Multi-year Ministry Plans. Steve and Bruce have developed enough experience in assessing sites for partnership potential that they use the 42-point Site Assessment Tool as a guide and apply their executive experience to the decision-making process. Bruce described their use of the tool saying, “the assessment tool itself is in the background, and partly because of our relational value and cross-cultural communications.” Ed said of one international opportunity, “that was a situation where we thought, Okay, this seems to have our name on it.” As each site is unique, they rely on a combination of information and instinct to decide on the potential of new partner locations. The variation in new site characteristics also leads to adaptation in goals they agree to pursue with the partner site leadership. Because the theological training needs vary for each partner location – between educated urban pastors and unschooled rural lay leaders – their outcome goals and definition of success are not standardized.

ITEN demonstrates several administrative characteristics consonant with the strategy of a Prospector firm which enable them to coordinate multiple varying operations across their partnership sites (Miles et al., 2003). The Administrative structures and processes ITEN employs include a Site Assessment Tool, a

Memorandum of Agreement, a Multi-year Ministry Plan, and a GANTT chart, among other tools. These serve to provide a common structure to their approach to partnership site agreements, yet they are not employed with strict fidelity. Bruce explained about their use of the Site Assessment Tool, “We want to see that these (site characteristics) actually align with this...We know the site after being there several times and spending months living with these people. We will check it and say, ‘we’re good.’ But in a large organization you just can’t do that.” These tools become more flexible frameworks than rigid checklists, and the leaders can apply instinct to the decision process as they evaluate potential development partners. This supports a degree of organizational structure while still promoting flexibility in their pursuit of mission field opportunities.

Leadership decision-making processes occur in characteristically short discussion loops between Ed, Steve, and Bruce. These come in various forums ranging from formal meetings to hotel room touchpoints during travel to their international partner sites. They maintain flexibility in the application of their processes across sites. As is common with Prospector type entrepreneurial organizations, Ed describes their planning meetings saying, “at the strategic level, everyone is aware of what's going on, and on the detail level, on the operational level, it's specialization.” In this way the three leaders agree on the overarching status and dynamics of each site, but the day-to-day implementation of the goals of their Multi-year Ministry Plan for a particular site falls to the designated ITEN leader. Their planning for each site is broad and action driven even under in the use of a Memorandum of Understanding and the 12 requirements for a mature theological education institution which they use to guide site development. This

meets the administrative capability goal of supporting flexibility across their operations while providing structure to implement their development goals with partner institutions.

Collaboration is an important strategic component of ITEN's mission field engagement, although it received less attention than the previously discussed components of their strategy. In a Prospecting strategy, collaboration is a means through which firms provide valuable support to one another by providing outside expertise which contributes to the other's goal accomplishment. Both organizations provide expertise or resources which the other lacks and, in this way, both become successful in their own right. Some of these collaborative relationships come through individuals, such as Ed, who served on the denominational National Leadership Team prior to joining ITEN's staff. He says, "one of the things I brought to the mix was my connection because of being on the denominational staff and a lot of connections around the country. So that's, that's been of help."

Other benefits have from organizational relationships, whether with Champion Churches which provide financial resources to specific sites, or from larger theological education organizations from whom ITEN both draws and provides expertise for project development. Mike shared a specific episode of a church contributing to an ITEN partnership site:

"They (the national site) needed some help with technology and Wi-Fi development. So, you know, that was just a matter of getting the money to them. They have the ability to set it up and get it working there, but they didn't have the funds. So that was that was part of it. It was just listening to them and determining what they need to make their next steps forward."

This provided a successful interaction for all three parties: ITEN accomplished a support task for a national partner site, the Champion Church gained the satisfaction of successful support to a mission project, and the partner site benefitted from the new equipment which would support the capabilities of their institution.

Their organizational growth reflects two additional characteristics of the Prospector strategy: aggressive expansion into new mission field opportunities which outpace organizational capacity, and growth in spurts as opposed to steady forward progress (Miles et al., 2003). ITEN has pursued project opportunities in countries ranging from Albania to Guatemala to the central African continent to Southeast Asia. These present diverse opportunities for developing partnerships and require a degree of specialization for each area which requires creative flexibility. Their growth has come in fits and starts, and while they set a goal of establishing ten partner sites by the year 2025, they exceeded that goal (with eleven sites at one point) before 2020. At that point they began to reach the limit of their organizational capacity and have shifted focus to bringing existing sites to completion by 2025 – a substantial change in mission.

Identifying Alignment of Capabilities and Priorities

The second question to address is that of the effective alignment of ITEN's structure and processes in support of their four core activities for the development of international theological training institutions. The Organizational Alignment Evaluation Protocol I developed serves to capture the intersection of attention and engagement between ITEN's structure and processes and their core activities. Interview statements and documentary information coded to the intersections of these categories provide a

filter for capturing indicators of alignment for each component. By coding information in two ways – to a capability component and to a core activity, I was able to sort comments and capture key indicators of alignment for each section of the matrix. The result would provide evidence of whether each firm-level capability across the top columns of the Evaluation Protocol was supporting each of ITEN's core activity priorities listed down the side rows of the assessment tool.

A Matrix Coding Query from the NVivo software provides numerical and visual results of the support relationships. Larger numbers and colors shifting toward blue indicate higher instances of discussion and attention by ITEN's executives during interviews and in their source documents. Lower numbers with shading approaching red reveal less attention and discussion by ITEN's leaders in those intersection squares. But these numerical weights are not the key indicator of alignment – they only provide a relative weight of attention for each assessment category.

The importance of this tool for use in a qualitative study is the ability to filter for data which reveal the interaction of capabilities with priorities. The software enables the user to access key statements from interviews and documents coded to each intersection of column and row by clicking on the cell. It is here that the relevant qualitative information awaits. Reading the comments collected across all sources as addressing, for instance, Administrative and Partnership, shows what each individual leader said, what core documents indicate, and whether there is evidence of alignment across the organization. In the same way a more lightly addresses topic such as the intersection of administrative capability with networking activity may well provide

important insights into organizational alignment with just a few relevant discussion points.

Long-term partnership with international training sites is ITEN's signature capability, and the Alignment Evaluation Protocol clearly reveals that ITEN's core activity of Partnership receives the most prominent attention. Across the Entrepreneurial (the mission field they pursue), Engineering (the means they use to engage the mission field) and Administrative (the processes which support operations and enable flexibility) firm-level capability categories, Partnership receives the greatest weight of attention on the coding matrix query. The numbers represent the count of elements coded to the categories, and the coloration displays the relative weight across the range of data intersections on the table. What is more salient to the assessment of organizational alignment is the qualitative nature of the information coded to these shaded cells.

By selecting each cell in the matrix query table to generate a collection of comments related to ITEN's core activity of Partnership, I was able to review the information for indications of alignment and potential misalignment from each of the four capability categories. Alignment in these areas is expected to support entrepreneurial growth to scale, while indications of misalignment between organizational components and core activity priorities suggest areas which constrain progress toward their goals and inhibit growth to scale. Areas of alignment offer opportunities to expand the firm-level capability for adaptive growth. Misalignment indicates an area which organizational executives should explore for gaps in capacity, capability, or structure to remove the hinderance of effectiveness and growth.

Assessment of the Partnership Core Activity

According to ITEN's core purpose statement, their primary aim is to form partnerships with indigenous church leaders to help them start or develop their institutions for theological education. Each of the firm-level capabilities must be aligned with this goal. The statements I captured in each of these categories reveal a high degree of alignment with some areas for improving effectiveness.

Mike emphasized the significance of ITEN's partnerships with international site leaders by stating, "in a place like Sudan, for an American missionary to come alongside a national believer, a young, aspiring national believer, it raises his credibility in the eyes of the church and makes him a serious player in the in the game of theological education." Bruce identified the need for growth when he recognized, "we're just touching on a massive global need, you know, ministries doing the kind of work we're doing, there should be much, much more of this going on!" To highlight the alignment of ITEN's engineering process with their partnership sites, Steve explained that they offer support tailored to the needs of each partner. "We were ... helping you with accreditation, if you wanted it, we were working through some of the details for getting funding and for faculty training, all that kind of stuff. And we also came to teach a class on you know, hermeneutics." All of these are designed to support the establishment of theological training institutions.

Administratively, the use of a Memorandum of Understanding together with a Multi-Year Ministry Plan customized to the needs of each partner site provides both structure and flexibility to their work. In the development of Collaborative relationships, Ed explained that they work closely with the organization OC Resources in Southeast

Asia, and they were the ones who initially identified the opportunity to partner with a National Bible College which was seeking to expand their capacity to reach pastors in rural regions of the country to provide pastoral and theological training. This led to a collaboration between ITEN and OC Resources which provides shared support for the partner site.

Yet ITEN's executive team also recognizes their constraints on progress and growth, which several statements reveal as the misalignment or misapplication of resources – a common risk to Prospector organizations. Bruce noted that their growth in new partnerships has been inhibited, "we've said no to all kinds of (opportunities), because we've constantly had to scale this thing down," and "I think of the partnership itself, you know, there's only a certain amount of things we can truly accomplish when we when we look at it." In considering how their Engineering capabilities support their partnerships, Steve indicated that they have begun to redefine their goals: "you can say, like, let's have the big, hairy, audacious goal out here and kind of go for it. And maybe that's not achievable...or we can reorganize in such a way that like, what we are able to do becomes the goal, like so we could do it from the other side of it, or what's realistic, right? Then we know for sure we're hitting the target, because well, it's a really small goal."

In addressing their current partnership efforts, Ed informed me that their administrative personnel capacity was a constraining factor on their growth: "what we've got on our plates right now, that's what we can handle. If we're to add more sites, we need more people to handle them." But he added that due to both internal and external factors, "We're not looking at expanding...We decided Okay, our goal right now is

working towards completion by 2025...we're working towards how do we bring these sites to completion?" However, this is a significant re-write of ITEN's originally goal of establishing ten partnership sites by 2025. Completion of these ten by 2025 was not in the original script and appears to be a change driven by both internal misalignment and external constraints from higher levels of leadership in the denomination.

ITEN's view of collaborative partnerships appears to lack alignment with the need to expand their reach in the consultation role which they initially took to bring diverse resources to bear for their partners. Steve stated it succinctly as a hypothetical conversation with a potential new partner, "anybody then at that point can be a consultant. And we'd be the first to admit...I'm not necessarily the best guy for you to talk to. I'm not some sort of Africa effort expert, right. Like, if you want to talk about African theological education, you don't need me." This indicates the possibility of a misalignment between the executive leader skills and capabilities and the requirements they bear as site project managers. Steve and Bruce are self-described entrepreneurial leaders who are at their best when they are looking up and out to develop new partnerships and find new opportunities to expand ITEN's reach in the mission field. But the constraint which force them to be involved in the working details of particular sites forces a misalignment of executive attention and limits access to the best skills and resources for site project management. Executive attention is a scarce resource (Miles, 2003) which should be focused on the high-level strategic work of the firm. Engagement with administrative tasks places a strain on their ability to give attention to areas of the mission which generate growth in the mission field and hinders the streamlining of internal processes which can benefit the organization across all their areas of operation.

This is another area in which misalignment and capacity constraints hinder ITEN from pursuing growth to scale.

Assessment of the Resourcing Core Activity

The resourcing core activity describes ITEN's work to bring a full range of support to their partnership sites and includes everything from finances to library books to staff credentialing to training curricula. As a case in point, Ed explained how they identified resource needs for a partner site in a newsletter posting, "We asked representatives of a group we work with in a remote region of Southeast Asia what resources they used as they prepared to preach and teach. They had Bibles in their heart language; but none had a "library." There are no study Bibles or reference books available in their heart language." Steve described their approach to providing training resources, saying, "the intention there is that we would give them the curriculum, it's already going to be translated (into their language) after these three years, and then it'll be on them. If they want to take another 30 students and start a three-year process over again, they know how to do it." The Administrative use of the Memo of Understanding (MOU) specifies how ITEN's Resourcing activity provides support by stating: "While ITEN and ISTL Albania will consider funding goals and projects in its activities, this MOU is not a commitment of funds."

Bruce shared an encouraging account of how ITEN collaborates with external partners to provide resources to partner sites:

"If you want real life stories... An example would be, I went to (a country in eastern Africa) with Steve, and we talked to them about one of our assessment

questions... and we're sitting outside their mud and stick church. We said, you know, what kind of books or resources do you have currently? They said, "Zero." We said, well, no, I mean, (we double back on the question), and they said, "No, we mean, literally, Zero, None. No books, no theological or Christian books, we just have Bibles." Yet they're planting churches! ...And so, I remember sharing this, just talking with somebody at a table at the General Assembly, and some church overheard it, and you know, wound before we can even make an appeal, they are giving money to provide (this partner site) with books. It's just as a micro example of how we have one foot here (in the States), and we have one foot there (at Partner Sites)."

The entrepreneurial capability for resourcing should incorporate the mission field scanning function of ITEN's executive team to identify and harness a wide range of resources in support of the many steps needed to establish seminaries at their partnership sites. However, I found little to no discussion of an intentional search for resources beyond training materials or curricula. This may be due to the misalignment of executive attention or to a gap in the mission field scanning capacity for the three-man leadership core. Without seeking new resourcing for project sites, ITEN is left with only their internal firm resources, which may not be sufficient for the range of needs in an expanding mission field. Likewise, ITEN's Engineering capability is almost exclusively focused on developing and delivering training curricula for their partner sites. Yet their strategic documents indicate that they pursue as many as 14 different lines of effort to establish theological training institutions – including such varied tasks as

securing funding sources to accreditation support to faculty and governance development. This reveals a gap in ITEN's "How to deliver services" capability, which prevents them from pursuing growth into areas outside their internal areas of expertise. Ed has expressed how the administrative constraints ITEN experiences limit their ability to grow: "To talk about the capacity issue again, "do we need to shut it down, or do we say, okay, we're gonna transition or bring on new staff and start a whole new phase?" So, we can't make that decision right now." And as with the other capabilities, ITEN leaders gave little indication of an organizational focus on developing collaborative efforts to bring resourcing in the various areas of project site development necessary for establishing theological institutions. Taken together this indicates that ITEN predominantly puts their organizational effort into delivering theological training for partner locations – which is a separate core activity in its own right – and does not pursue resourcing for other areas necessary for the establishment of national seminaries. This places a constraint on their opportunity to grow to scale and expand into newly emerging areas of opportunity.

Assessment of the Training Core Activity

Training is the core activity which receives most of ITEN's operational attention and resourcing. The need for theological training was the motivator for ITEN's launch and continues to motivate their efforts. Paul expressed it this way: "there are a lot of people in these top tier positions and institutions in the developing world - they are very committed, very competent, very gifted people, but are very much learning as they go along. And so, organizations like ITEN, one of the key services that we can provide, ...

is to give specialized training on specialized topics that have to do with things that are already part of people's responsibility.” Bruce described ITEN’s goal for partner sites by saying, “We would rather teach them to be able to teach, we'd rather see them become the teachers ...So let's help them reach their capacity. That's our goal.” And in characteristic alignment with a Prospector firm pursuing entrepreneurial opportunities for training, Steve and Bruce have identified a new need in the mission field which ITEN has the potential to pursue. They describe it as a more foundational level of ministry training: “(our experience) in global theological education tells us that there should be a lot more work done to improve and engage the pre seminary level of teaching ministry, in preparation for those who are actually already workers in the church.”

The Engineering capability of flexible delivery of theological training is where ITEN clearly places the weight of their organizational effort. Their work with a partner in Southeast Asia captures their sense of mission, as Bruce describes the project: “the Bible College, like I said, has a resident seminary program and graduates 35 (pastors), they do a good job there. They're impressive for working in (this country) like that. We really think they're great. But they're the ones who said, “but what about all these people who can't get our seminary, Can IITEN help us?” And so that's where we created a three-year program, 12 courses - training 33 or so trainers - who go out after each of the two courses that are installed six months apart. They go out and take the training, they put in into translation quickly, and then they go out and train it in the provinces.” But the training is not limited to theological subjects.

ITEN’s administrative requirements such as the Memos of Understanding serve to train their national site leaders in some of the elements that are important to their

growth as national seminaries with international partnerships. Bruce explained it this way: “We're also trying to teach them that if you're going to work with Western organizations, they're gonna look for stuff like this (Check lists & MOUs), whether you like it or not. And that's part of your capacity, somebody in your organization in Africa, Asia, needs to understand what it's like to work with Americans or Germans or, Brits, and the kind of things that are important to them. So, we do want them to kind of understand that kind of stuff.” Collaboration in training seemed to be limited to decisions of whether ITEN should introduce a third-party curriculum at a partner site or to write a customized program to meet the local partner need for training.

Misalignments become clear as ITEN has come under the influence of their organizational constraints. They have begun to exhibit activities that focus on delivering theological training to partner sites even though this approach deviates from their originally expressed mission. In an early interview, Bruce expressed that providing teaching is “way down the list” of services that ITEN provides to national partners. Yet their more recent activities which are driven by completion goals appear to focus on completing theology training programs to deliver to their sites. Executives expressed differing priorities for the place of conducting direct theological training. Bruce stated, “We don't teach unless we have to,” while Steve explained that conditions in one African country “demanded a shift in the way we conduct theological education with pastors in the rural areas of the country.” This indicates a deviation from their originally expressed goal of helping partner sites develop the capacity to train their own national pastors.

As a core activity, Training should address all relevant components of establishing a national seminary. Yet ITEN's leaders describe activities and produce

materials consistent with a focus solely on theological and pastoral ministry topics. Contrary to Paul's description of the need, they have not appeared to address needs for training in seminary administration, governance and accreditation, or the training of instructors for the seminaries to be established. The recent revision of their goal to "site completion" from "site partnerships" appears to have forced a narrowing of training priorities to those which the three executive leaders can accomplish within their personal and organizational limits.

Assessment of the Networking Core Activity

The Alignment Evaluation Protocol indicates the lowest level of organizational attention for ITEN's Networking core activity across the range of firm-level capability support. Networking is the leader's effort to seek support for partner sites from those within and outside of the denomination, such as Champion Churches who adopt specific sites, and from other ministry organizations which work in the field of international theological training. New opportunities for ITEN have come by way of American churches, with a church in North Carolina serving as an example for providing an international partnership connection to improve theological education: "They've been doing some great work and ongoing training of leaders in their in their denomination, they're in (a Southeast Asian country). So far it has been a very informal: people come, they listen, they have an enjoyable time, and they go back. So, the desire was to bring a little bit more rigor to the studies."

In the delivery of network support, Mike observed that ITEN is an important link to supportive churches which will partner with project sites. He said,

“Churches tend to depend on a missionary type in the equation to make that relationship work. They don't feel that they're able to stay in touch with these projects and to communicate as they need to. So, they, at least my experiences, they express the need of a broker to make that relationship work.”

Thus, Networking is an appropriate core activity for ITEN's work in establishing international seminaries.

To demonstrate administrative capacity for networking, Ed described that he and the leaders from OR Resources meet “at least monthly” for coordinating their efforts to support a leadership training site in one Southeast Asian country. Ed describes the support of one Champion Church this way: “Desert hills church here in Phoenix is a champion church and they contribute from their missions budget, monthly, and that money is used to pay a stipend to our (national partner site in Southeast Asia) administrator.” Mike also believes that there is much to be gained through collaboration with American churches, “I'm a believer that the resources are in the church. But we do need to communicate a vision for this, and in a vision that's strategic and valuable. And then I think churches want to respond.”

Paul expressed the importance of both internal knowledge sharing as collaboration across project sites and the inclusion of external partners in ITEN's work.

“What I'm talking about are some things that I'm working with locally that are transferable to other regions of the world where ITEN is working ...training of leadership for seminaries is something that I'm already involved in, in different countries across Latin America, and would be transferable to other countries that ITEN is working in. And there are people...involved in that same sort of work and

...their experienced could be also transferable. I think that sort of collaboration is something that ITEN is already doing, but it's something that we could really grow, and it's a real need.”

With a vision and mission to establish theological training institutions in developing regions of the world, Networking is rightly a core activity for ITEN, but one that is under-addressed and under-developed. At the strategic entrepreneurial level ITEN's leaderships does not demonstrate an effort to draw together a network of partners to address the entire range of support needed to establish national seminaries. There are many areas of specialization which lie outside the internal capabilities of ITEN's staff, which represents a gap that can be filled by networking their partner sites with other organizations who can address those needs. Networking appears to lack attention from ITEN's leaders as a means for delivering the range of requirements described in each site-specific Multi-Year Ministry Plan. A driving question for this core activity could be: With whom can we “broker a relationship” (to quote Mike of ITEN) with this partner site to gain the resources and expertise necessary to accomplish Point #X of the MMP?

Another potential misalignment which deserves executive attention is that of unshared resources with the ITEN staff. Paul described the internal relationship with the executive team by saying, “And I feel very connected to Bruce and supported. And I feel like if I needed him for anything, I could reach out and meet up, you'd be right there. But there's not a there's not really any coordination as far as planning.” Paul indicates both opportunity and need for increased collaboration. His work with the seminary in

Guatemala generates knowledge and capabilities which could be shared and adapted across ITEN's other projects. And as Networking and Collaborative capability are closely linked, it appears that these are narrowly focused on areas of financial support and the delivery of theological training, and do not support the wider scope activity for planting national level self-sustaining seminaries.

Even with their significant success in providing theological education to their partner sites, ITEN's Prospector strategy has in several areas become the victim of capability constraints.

Recommendations

For effective growth to scale, the firm-level capabilities and core activities should function in alignment to support organizational growth strategy. ITEN's leaders are beginning to shift their focus to completion of existing projects rather than expansion into the new opportunities they have identified, which signals a stepping away from their Prospector strategy due to the constraints they are experiencing. Their intent is to finish the ten sites they have developed and hand the ITEN organizational concept to the new denominational leaders as a concept which addressed an identified need but was not sustainable with the limited resources they had available.

ITEN must engage in the Adaptive Cycle, as Miles and Snow (Miles, et al., 1978) have presented as the process of organizational transformation, to pursue the realignment of their structure and processes, and increase organizational capacity to take hold of the growing opportunities for international theological institution development and achieve their vision for ITEN. To accomplish entrepreneurial growth to

scale ITEN must engage in organizational adaptation in three important areas: develop organizational alignment, expand into a multi-unit geographic organizational structure, and transmit organizational expertise.

Develop Organizational Alignment

Davis & Eisenhardt (2009) state that misalignment in organizational structure and processes results in organizational friction, inefficiency, and ineffectiveness. ITEN describes four core activities which frame their work to establish international seminaries, yet the data indicates that some of these receive the majority of leadership attention and energy, while others receive only scant attention. This results in the friction and uneven results they experience across their project sites. ITEN will increase its capacity for growth to scale by intentionally pursuing alignment using the Organizational Alignment Evaluation Protocol I introduced above. This will enable

ITEN's leaders to align each organizational structure & processes component to support all four or their core activities. By using this tool, ITEN's leaders can identify specific changes to implement which will align their Engineering, Entrepreneurial, Administrative, and Collaborative components with all four of their core activities.

Alignment of Strategic Capabilities to Accomplish Organizational Core Activities				
Structure & Process Capabilities	Entrepreneurial Services Provided to Develop Project Sites	Engineering System for Delivering Services to Project Sites	Administrative Structure & Processes guiding stability and innovation	Collaborative Access to Web of Expertise & Resources
ITEN's Core Activities				
Partnership Global relationships forming partnerships with seminaries and schools proximate to the least reached, which become long-term site partnerships producing self-sustained training and sending	↓			
Resourcing prayer, funding, materials, expertise, technical help, and volunteers for site development		↓		
Training Long-term or short-term teachers provided to Partner Sites			↓	
Networking relationships with organizations and people for collaboration in the EPC and wider evangelical world				↓

To pursue alignment using this protocol, ITEN's leadership and key stakeholders will specifically define each of their organizational structure and process components based on the criteria cited on Table 1 above. In their own words, what is their Entrepreneurial objective as it relates to each core activity? How do they identify and exploit new opportunities for site partnerships? How do they identify new opportunities for resourcing in all tasks related to establishing seminaries in developing countries? What is their approach to locating and exploiting new opportunities for training in all areas needed to establish an educational institution – not only for the pastoral students, but training for the faculty and staff as well? How do the leaders go about identifying new networking relationships for each partner site to meet their developmental requirements? Steve said, "I'm a starter, that's what I do!" This entrepreneurial work of identifying and starting new opportunities in all four core activity areas for ITEN is the primary work of executive leaders.

The Prospector's engineering capability for delivering services to project sites demands that ITEN pursue flexibility and avoid rigid long-term commitments in pursuing core activity goals. The Protocol will guide the leadership team through an assessment of their engineering approach to each of their core activities. Questions in this section may include, how to pursue the guiding partnerships with commitment to the project that still enables flexibility over time? What resourcing opportunities can ITEN introduce which will transition to being owned and managed by the partner site? What kinds of training can be employed for pastors, faculty, and school administrators? What adaptive solutions are possible for networking partner sites with organizations beyond ITEN who can bring the sites to self-sufficiency? ITEN's leaders appear to focus most of their

engineering efforts on the delivery of training to partner sites. The Protocol will assist them in identifying a wider range of flexible support solutions to existing sites and facilitate their transition to newly emerging opportunities on the mission field.

Their administrative capability of facilitating and coordinating numerous and diverse operations is where ITEN's leadership faces the most significant constraint. Working through the protocol will enable them to identify key misalignment friction points and to make decisions about the most effective way to resolve the issues they identify. Considering their partnership core activity, they should consider what organizational structure will enable them to manage the day-to-day operations of their many regional partnerships while enabling senior leaders to focus on ITEN's long term strategic goals. How can they shape the organization to support the diverse resourcing requirements for their many sites while taking advantage of relevant organizational knowledge that staff members have identified as being transferable across national contexts? What administrative structures or processes will enable ITEN to fulfill the many training needs across all of their partner sites? And how can ITEN better manage the growing network of partners and supporters who engage with their budding seminaries?

Expanding their collaborative capability will enable ITEN to bring a wide range of expertise and resources to bear which will expand their capacity for growth to scale. ITEN's leaders recognize that they do not possess in-house all the professional expertise required to establish theological training institutions across the global spectrum of national churches. In seeking collaborative relationships, they can explore how collaboration can expand and support their partnerships core activity. In seeking to

resource scalable growth in planting seminaries, what collaborative relationships can be built in each region of activity? Since training requirements will vary across national sites, which collaborative training partners have the most to offer in each region, or across regions? In what ways can collaboration support an expanding network of engagement between national sites and established churches or seminaries at scale?

These are only a sampling of questions which ITEN can seek to resolve as they work through the Alignment Evaluation Protocol. Each local partner site and each new prospective partner will drive new questions and require ITEN's leaders to seek adaptive answers as they navigate the sections of the Protocol. This will provide them with a framework for seeking relevant adaptive solutions as they seek to maintain alignment across their firm-level capabilities. Deliberately working through the Alignment Protocol with their current partner site projects will enable Bruce and his team to make real-time adjustments toward effective alignment of their work. And applying the Protocol to new project opportunities will help set them on an intentional path forward for successful expansion.

Expand to Multi-Unit Geographic Structure

ITEN exhibits the flat, thin organizational structure that is a characteristic of new start-up organizations. But as organizations expand, Davis & Eisenhardt (2009) and others, have discussed the need for expanded administration and bureaucracy to support the more mature organization. To support growth to scale, ITEN should expand into a geographic-unit structure which will enable regional teams to develop specialization in those regional areas (Galbraith, 2014). This will enable the executive

leadership to focus on larger strategic issues while the regional managers and teams implement the day-to-day work of planting seminaries with their national partner sites.

Bruce has expressed the desire for the ability for the executive team to identify and secure new partner site development opportunities, and then to hand them over to others who can manage the day-to-day operations of seminary development at those sites. This is exactly the posture that the senior executives of a prospector organization should take! A multi-unit geographic structure would increase ITEN's capacity for exactly this kind of organizational transformation by creating a middle level of operational managers who develop regionally specific expertise and allow the senior executive team to focus on the strategic expansion of the ministry. Steve's statement about needing "to hire ten more Ed McCallum's" for ITEN's expansion is right on target.

Presently, ITEN divides regional partnership sites between the three executive leaders, which draws them into the daily site operations and creates a misalignment with the need for prospector-type executives to be focused on the pursuit of new ministry opportunities. This also constrains their site work to their own personal capabilities. In a regionally aligned structure, ITEN could create a level of leadership who take over the site management tasks from the executive leaders. These managers would run the four core activities for the sites in their region and pursue organizational alignment through using the Alignment Evaluation Protocol. This will enable them to develop the knowledge, expertise, and relationships in their global region to support the nuances of theological education in their unit.

This internal unit structure would support growth to scale in several ways. Not only would it relieve the executive leaders of daily site management tasks and enable

them to pursue new opportunities, but it would employ professionals who can focus on the work of relationship building and site management in each of the multiple regions. These units can also be sub-divided as opportunities in each region expand, such that a regional manager can shift from overseeing the entire region to managing a team of leaders who focus on more specific units within the global region.

A geographic-unit structure would enable Bruce, Steve, and Ed to focus their executive level attention to the two primary activities which Miles and Snow (2003) identify as the two fulltime priorities for executive leaders: monitoring organizational alignment across task domains, and the pursuit of new opportunities. These global unit leaders would report to the executive leaders for progress updates, and also identify new partnership opportunities in their region which the executives would secure with their existing process of Memoranda of Understanding. The executive team could then transfer the partner site to the regional unit leader who would work out the details of the Ministry Plan and tie that partner into the growing regional network of resources and collaborative partners to meet the goals for establishing the seminary in that country. This would also enable the executive team to be able to connect the new partners with their regional expert leaders. So, while they may say with Steve, "I'm not an expert on theological education in Africa," they could state, "We have a regional manager who is working in your region and can connect you with a growing network of resources and support partners to help establish your school here in sub-Saharan Africa." In addition, these regional leaders could join the effort to develop Champion Churches in the denomination and partners across the world to support their regional efforts.

Transmit Organizational Expertise

ITEN does not have an organizational practice of actively sharing and incorporating expertise across partner sites. The three executive leaders meet regularly to share knowledge and experience from their engagement with multiple partner sites, but this does not have a multiplying effect across the entire organization. They approach each project as a unique site with individual challenges, and rightly so in many instances, but this does not acknowledge the many common factors which contribute to educational institution success regardless of national context. ITEN should develop a system for capturing best practices and lessons-learned from across their partner sites and from existing successful theological training institutions and customize this knowledge to their current challenges.

Paul commented, ““Things that I'm working with locally...would be transferable to other countries that ITEN is working in. It's something we could really grow.” This acknowledges the need for more than simply re-translating course curricula into multiple languages to establish credible and viable training institutions. His work as a theological school administrator could add valuable insights into such areas as faculty training and development, validation of curricula, institutional credentialing, and sustainable funding which will be necessary for ITEN's partner sites to become independent institutions. Mike also has a wealth of experience in international academics which could serve a broader system of institutional learning within ITEN as they address common issues across their many partnership projects.

ITEN's growth to scale will also afford additional opportunities for gaining and transmitting institutional knowledge. The multi-unit geographical structure already

discussed would enable the regional teams to identify and transmit lessons-learned, insights from collaborative partners, and other elements between regional units to partner sites which can benefit from the network of knowledge. While each region will have its own unique cultural and political context to navigate for establishing theological schools, ITEN will experience more success through shared organizational expertise than through exploratory learning by each partner site. The regional managers will be able to apply the information gained in their geographic region to new sites as they expand their operations and knit together the unique aspects of the site context with proven practices developed through ITEN's growing international network of theological education institutions in developing regions. Growth to scale will require both adaptation and alignment of institutional knowledge and experience across the entire organization.

Limitations

In the initial stages of discussion with ITEN, we decided to include input from international partner sites in the evaluation of their ministry work and the assessment of organizational alignment in support of their core activities. We believed this would provide an external perspective on their work and provide an additional perspective on the effectiveness of ITEN's implementation of their four core activities. Several factors prevented me from making direct contact and conducting the interviews I had prepared for the international partners. The COVID pandemic closed down many of the international sites and prevented ITEN from conducting planned work in many countries. Much of ITEN's work is done in person during site visits to the various countries. The pandemic closed international borders and prevented international travel

to all of their partner nation sites. In most countries the theological institutions were prevented from conducting classes due to national internal travel restrictions. Only a couple training events were conducted by Zoom, which I was able to view as recordings. In addition, several countries experienced political upheaval or governmental regulation changes which prevented ITEN from conducting work and closed them off from my reach for interviews and data gathering. The pandemic notwithstanding, political instability and religious persecution poses a consistent hinderance to ITEN's ministry work in several of their partner site countries.

One limitation of my data coding was decisions for assigning data to code pairs. I made coding decisions based on my understanding of the interview statements and ITEN's core activity definitions. This process could be made more reliable in several ways. Clarifying code definitions with the client organization would ensure fidelity of the code definitions and statements with their organizational usage. The use of multiple coders to cross-check the validity of coding decisions would also add to fidelity of the code assignments and definitions.

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APPENDIX #1

Executive Leader Interview Questions (Preliminary)

The following questions will form the basis of initial interviews with ITEN executive leaders:

Tell me the story of how you have grown ITEN as an organization, starting with the founding.

- As they walk through the chronology, prompt them for each time period about partner site leaders & trainees, service providers (e.g., teachers, administrators, local churches), products or services, geographies and fundraising.
- If the respondent is particularly quiet: Was the first [project site, local partner, core activity, etc.] on strategy or off? Did your business model change to accommodate them?
- When the respondent brings up a decision that was made:
 - Why was that decision made? What prompted it?
 - How was that decision made?
 - When you made this decision about [growth path], what other parts of the business was the decision dependent on? Did you have to make other adjustments to your business to accommodate this decision?
 - Were there other alternatives considered? Why did you choose x over y?
 - What were the tradeoffs that you had to make and why?
- If the respondent talks about boundaries or scope of this path:
 - Why did you focus on this [project site, local partner, core activity etc.]?
 - Were there others you thought of?
 - Are there others you will expand to in the future? What needs to happen to expand this way?
- Did you have any rules for this path?
 - E.g. How did you choose teachers, technical experts, etc., how did you approach them, when did you give up on them?
- When the respondent brings up a comparison to another company or to a past experience:

- Where did this analogy come from?
- Why was it useful?
- If the respondent brings up a test or experiment of some kind:
 - Why did you decide to run this test?
 - What were you trying to test by doing this?
 - How did you run the test?
 - What did you learn?
- How does your team deal with tradeoffs (ex: building a new Site Program Element versus going to a new location, or supporting an existing EPC-WO E2025 site versus a new partnership request from abroad)?
- How does your team deal with tradeoffs between current and future activities (ex: tactical execution today versus long range planning)?
- Get at the vision or strategy going forward. What is the plan for tomorrow?
- How do you decide which core activity to focus on at any given time?
 - Do all sites move sequentially forward?
 - What rules do you use to know when to shift focus?
 - What happens with the other Activities/Program Elements while you focus on the area of current attention?
- How does your team apply lessons or capabilities from one project site to other existing or new sites?

International Project Site Leader Interview (Preliminary)

The following questions will form the basis of initial interviews with leaders at international project sites:

Tell me the story of how you have grown the school / ministry, starting with the founding.

- As they walk through the chronology, prompt them for each time period about customers or users, service providers (e.g., teachers, administrators, local churches), products or services, geographies and fundraising.
- If the respondent is particularly quiet: Was the first [project site, local partner, core activity, etc.] on strategy or off? Did your business model change to accommodate them?
- When the respondent brings up a decision that was made:
 - Why was that decision made? What prompted it?
 - How was that decision made?
 - When you made this decision about [growth path], what other parts of the ministry was the decision dependent on? Did you have to make other adjustments to your ministry to accommodate this decision?
 - Were there other alternatives considered? Why did you choose x over y?
 - What were the tradeoffs that you had to make and why?
- Ask the respondent about boundaries or scope of the Partnership with ITEN:
 - How did you become aware of the partnership opportunity with ITEN?
 - What needs were you trying to fill for your ministry, or what opportunities did you want them to help you capture?
 - Why did you decide to enter into a partnership agreement with ITEN? How did you become convinced that this would be beneficial for your ministry?
- ITEN has 4 core activities in their work: Partnerships, Resources, Training, Networking.
 - Which was most important to you in the beginning? Why?
 - Which is most important now? Why?
 - How did you decide to change focus from one core activity area to another?
 - What is happening in the other core activity areas if they are not the primary focus right now?
- Describe your experience working with ITEN:
 - Where have they been most effective? Why do you think that is the case?

- In what areas have they not been as effective as you had expected? Why do you think that is the case?
- If you could change one thing about the way ITEN's partnership affects your achievement of ministry goals, what change would you make? Why?
- Do you have other partnerships in your ministry than ITEN?
 - How did you connect with them?
 - How did you run the test?
 - What did you learn?
- How does your team deal with tradeoffs between current and future activities (ex: tactical execution today versus long range planning)?
- Get at the vision or strategy going forward. What is the plan for tomorrow?

Executive Leader Interview Questions (Follow-up)

The following questions will seek additional information from ITEN executive leaders regarding decision making processes and rules the leaders employ to pursue their strategy:

Tell me about ITEN's annual planning retreat and walk me through the main issues ITEN is addressing now.

- As they walk through the retreat agenda, seek to identify significant decision points and how they navigated the issues.
- Which projects are they focused on completing this year?
- Will they continue to pursue progress on other site partnerships?
- Notice rules that guide the process – complex or simple?
- Evidence of Boundary / Prioritizing / Stopping rules
- Process rules of How-to complete / Coordination / Timing rules?

How do you assess progress of the sites you are seeking to complete?

- Look for evidence of rules, Use of GANT chart? Simple / Complex / Successive?

- How will you determine when a site project is complete? Who will decide?

What does EPCWO expect from ITEN now that the new Stated Clerk and Director of WO are in office?

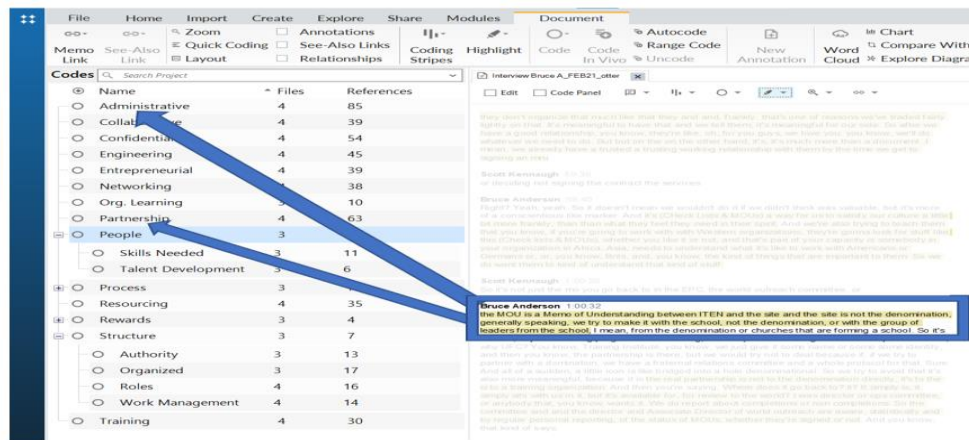
APPENDIX #2

Data Analysis & Coding to the Organizational Alignment Evaluation Protocol

During data collection I used the program Nvivo to assemble and code the information. I assigned codes for both the Structure & Process Components, and ITEN's 4 core activities. This enabled me to code each interview transcript and each organizational document to the categories on my Assessment Protocol.

By assigning each statement or information point to a code for both the relevant Component and the appropriate core activity the protocol assigned the data to the sections of the grid. The evaluation of these across all interviews and documentation built a case to demonstrate either alignment or misalignment in each square of the Protocol.

For Example: Bruce described to me one of the uses of the Memorandum of Understanding they establish with each partnership as an agreement about roles and responsibilities. In NVIVO I coded his statement to both the Administrative Component and the Partnership core activity. When I ran a query with NVIVO, it placed the MOU as evidence of Administrative support for the Partnership core capability.



Organizational Alignment Evaluation Protocol

Alignment of Structure & Processes to Accomplish Organizational Core Activities				
Structure & Process Components	Entrepreneurial Services Provided to Develop Project Sites	Engineering System for Delivering Services to Project Sites	Administrative Structure & Processes guiding stability and innovation	Collaborative Access to Web of Expertise & Resources
Partnership Global relationships forming partnerships with seminaries and schools proximate to the least reached, which become long-term site partnerships producing self-sustained training and sending			MOU Memo of Understanding	
Resources prayer, funding, materials, expertise, technical help, and volunteers for site development				
Training Long-term or short-term teachers provided to Partner Sites				
Networking relationships with organizations and people for collaboration in the EPC and wider evangelical world				