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David Vogel  
Editor-in-Chief

*California Management Review*

30 August 2022

Dear Dr. Vogel:

I am pleased to submit an original research article entitled “Leveraging Mangers’ Mindsets: Command and Control or Innovation Management” by Jamie Luis Amsel for consideration for publication in *California Management Review*.

In this manuscript, I present the results of a qualitative analysis identifying the differences in mindsets between managers who engage in innovation efforts (Innovation Management) and those who run routine organizational endeavors (Command and Control). The study was carried out in Israel, with data collected in organizations from three sectors: a for-profit security business, a municipality, and the Israel Defense Forces. Qualitative analyses of semi-structured interviews and observations were conducted with 15 managers identified as effective C&C managers and 15 identified as effective IM managers. Qualitative analysis of the interviews and observations yielded 16 core realms in which differences are enacted by effective C&C managers and effective IM managers.

I believe that this manuscript is appropriate for publication by *California Management Review* as the results have potentially important implications for the theory, research, and practice of Innovation Management (IM). IM is increasingly essential for organizations, while traditional managers will continue to play important roles. The article offers suggestions for how these two types of managerial mindsets differ, the strengths of each, and how the complementarity of the two mindsets can be leveraged to best serve the organization.

This manuscript has not been published and is not under consideration for publication elsewhere.

Thank you in advance for your consideration and for your time in reviewing my manuscript. I look forward to hearing from you and am happy to address any questions or concerns you may have.

Sincerely,

Dr. Jaime Luis Amsel

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