Dr. Jaime Luis Amsel

School of Management and Economics, The Academic College of Tel Aviv-Yaffo

Rabenu Yeruham St 2, Tel Aviv-Yafo, Israel this is the address for the college – is a different address preferred?

[PHONE-NUMBER]

[jaime@poiesys.co.il](mailto:jaime@poiesys.co.il)

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 managers) and managers who run routine organizational endeavors (Command and Control managers). The study was conducted in Israel, 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 manager and effective IM managers.

I believe that this manuscript is appropriate for publication by *California Management Review* because the results have potentially important implications for the theory, research, and practice of innovation management. 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.

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.

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

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Sincerely,

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**Short Version- Cover Letter**

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