



Reinvention Readiness Index™

The pace of change has outrun the playbooks most organizations use to manage it. This is a benchmark of who is actually ready to reinvent — and what separates them from everyone else.

2026 BENCHMARK REPORT · PREPARED FOR EXECUTIVE LEADERSHIP TEAMS

66

AVERAGE RRI SCORE,
OUT OF 100

58

ORGANIZATIONS ·
CANADA & U.S.

9/10

SIGNIFICANT
CORRELATIONS, $p < .05$

40+

PEER-REVIEWED
SOURCES CITED

What This Report Finds

- **Reinvention has become a baseline survival skill, not a periodic initiative.** The interval between sensing a change and being disrupted by it has compressed from years to quarters. Most organizational playbooks were not built for that cadence.
- **The Reinvention Readiness Index™ (RRI) measures five capabilities that, together, predict how ready an organization is to adapt.** Adaptive Leadership, Entrepreneurial Ownership, Ecosystem Strength, Acceleration Readiness, and Impact Alignment — each grounded in established management research.
- **Across 58 organizations in Canada and the US, average readiness sits at 66 out of 100.** Two capabilities move together almost as one; two others are statistically unrelated — a pattern with direct implications for how leaders should sequence investment.
- **Ecosystem Strength is the connective hub of reinvention.** It correlates significantly with all four other dimensions ($r=0.52-0.71$) — more than any other single capability measured.
- **AI exposure is the clearest measured driver of execution speed, not of leadership maturity.** Organizations with deeper AI exposure execute meaningfully faster, but a mature leadership team does not, on its own, make an organization fast.

This report presents findings from the Reinvention Readiness Index™ (RRI), a research initiative developed by Leadogo in partnership with the Smith School of Business at Queen's University, Centre for Entrepreneurship, Innovation and Social Impact. It integrates the conceptual research framework behind the Index, descriptive benchmarking, and cross-dimension correlation analysis across N=58 organizations in Canada and the United States, alongside the academic literature that helps explain what the data show.

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PART ONE

The Case for This Research

Why reinvention has become a baseline survival skill, what five capabilities have to do with it, and how we set out to measure them.

Reinvention Has Stopped Being Optional

Every generation of leaders has had to manage disruption. What's different for this one is speed: the interval between noticing a change and being made obsolete by it has compressed from years to quarters — and most of the machinery organizations built to manage change was designed for the slower version of this problem.

Cloud computing took most of two decades to become the default way companies run software. Generative AI reached hundreds of millions of users within two years of its broad public release, and the technologies now described as agentic AI — systems that can plan and execute multistep work with only light human supervision — are moving from pilot to production even faster still. Leadership teams that built their instincts on the first curve are now operating on the second one, often without realizing the ground has shifted under the pace of their own planning cycles.

The result is a familiar and expensive pattern. A leadership team senses that something fundamental is changing, launches a transformation initiative, invests in new tools and new training, and eighteen months later finds that very little has actually changed in how work gets done day to day. This is rarely a failure of ambition or budget. It is usually a failure of measurement: organizations invest heavily in the visible, technical side of reinvention — new platforms, new roles, new org charts — while leaving the human and organizational side of the equation almost entirely unmeasured. Is the leadership team actually capable of leading through this kind of ambiguity, or only through familiar problems? Do employees feel entitled to act like owners, or are they waiting for permission? Are the external partnerships that used to be a "nice to have" now the thing separating who adapts quickly from who doesn't?

None of these are new questions in the management literature. Adaptive leadership (*Heifetz, Grashow & Linsky, 2009*), entrepreneurial orientation (*Lumpkin & Dess, 1996*), and dynamic capabilities (*Teece, Pisano & Shuen, 1997*) have each, on their own, been studied for decades. Large-scale digital-transformation research has also shown that technology, operating model, and workforce have to move together for change to stick (*Westerman, Bonnet & McAfee, 2014*). What has been missing is a practical way to measure all of these capabilities together, inside a single organization, in a form leaders can act on this quarter rather than five years from now.

That is the gap the Reinvention Readiness Index was built to close: a single, evidence-based way to answer the question every leadership team is quietly asking — **are we actually ready, or do we just feel busy?**

Why Five Capabilities, Not One

Reinvention rarely fails for lack of a single missing piece. It fails because organizations invest in the pieces that are easiest to see — new software, a new org chart — while the harder, less visible capabilities go unmeasured and, eventually, unbuilt.

Five capabilities, taken together, tell a more complete story. An organization first has to **sense** that something is changing and adjust direction under real uncertainty — the territory of Adaptive Leadership. It then needs people throughout the organization who will act on that sensing without waiting to be told — Entrepreneurial Ownership. Because no organization reinvents itself alone, it needs the external partnerships and networks that extend what it can sense, learn, and build — Ecosystem Strength. All of that has to translate into actually moving faster on real opportunities and threats — Acceleration Readiness. And because reinvention for its own sake burns people out, it has to stay tethered to a purpose that matters to the people doing the work — Impact Alignment.

Each of the five sits on an established stream of management research rather than a bespoke, unvalidated concept, and single-lever explanations of organizational change have consistently underperformed multi-factor models in that research: technology-acceptance studies show adoption depends jointly on perceived usefulness *and* ease of use (Davis, 1989), and digital-transformation research shows the same about technology, operating model, and workforce moving together (Westerman et al., 2014). The RRI's five-dimension structure reflects that same principle: no single capability, on its own, reliably predicts whether an organization is ready to reinvent.

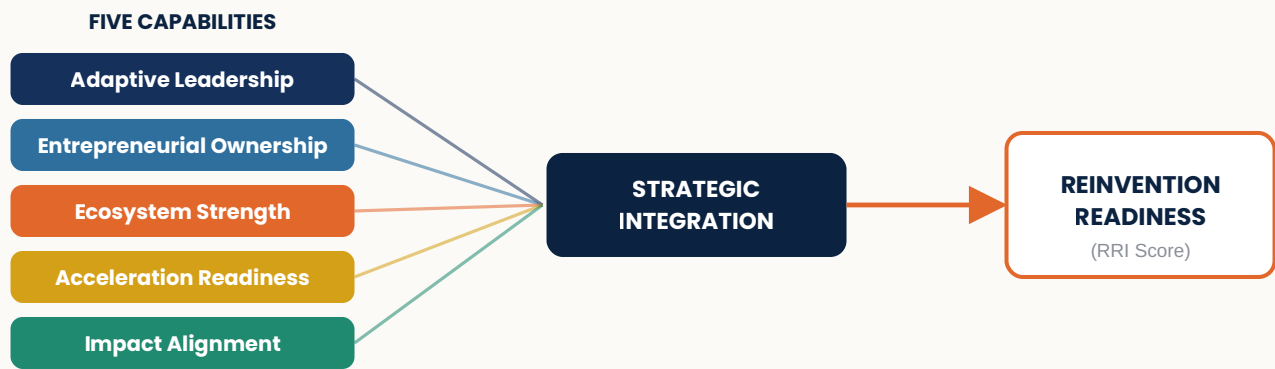


EXHIBIT 1 — RRI Conceptual Research Framework: five antecedents feed Strategic Integration, which drives overall Reinvention Readiness.

DIMENSION	WHAT IT MEASURES
AL Adaptive Leadership	Sensing change & adjusting direction under uncertainty
EO Entrepreneurial Ownership	Individual initiative without being directed
ES Ecosystem Strength	External partnerships & collaboration networks
AR Acceleration Readiness	Execution speed on new opportunities or threats
IA Impact Alignment	Connection to social & environmental outcomes

What We Did

To find out where organizations actually stand on these five capabilities — not where they believe they stand — we built a survey instrument, validated it, and fielded it across a deliberately mixed sample of organizations.

In mid-2026, Leadogo and a research team from the Smith School of Business at Queen’s University surveyed 58 organizations across Canada and the United States, spanning founders and managers, startups and established firms, and every level of reported AI exposure. Each of the five RRI dimensions was measured using survey items adapted from the peer-reviewed instruments underlying their respective theories, then tested for reliability before analysis — full construct and sampling detail appears in the appendix, starting on page 17.

58

ORGANIZATIONS SURVEYED,
CANADA & U.S.

5

CAPABILITIES MEASURED PER
ORGANIZATION

9/10

CROSS-DIMENSION CORRELATIONS
SIGNIFICANT AT $p<.05$

SAMPLE COMPOSITION

The dataset reflects survey responses collected primarily from Canadian organizations, with a supplementary US cohort for cross-national validity.

SEGMENT	BREAKDOWN
Country	Canada 91% · United States 9%
Leadership Level	Manager 67% · Founder/CEO 23% · VP/Director 10%
Company Size	200+ 42% · 11–200 30% · 1–10 28%
Company Stage	Established 54% · Growth/Startup 46%
AI Exposure	Moderate 56% · High 32% · Low 12%

This is a pilot study, and we say so plainly throughout this report — see Confidence & Limitations on page 14. It is a strong starting point for a longer-running Index, not a final verdict on any single organization or sector.

02

PART TWO

What We Found

Where 58 organizations actually stand on the five capabilities of reinvention, which ones move together, and what most reliably predicts speed.

Reinvention Is Uneven, but Predictable

With the framework and the method established, the first question is simple: where do the 58 organizations in this study actually land?

Average reinvention readiness across the sample sits at 66 out of 100. The pattern underneath that average is what makes it useful: collaboration-oriented dimensions — Entrepreneurial Ownership and Ecosystem Strength — move together almost as a single capability, while leadership maturity and execution speed behave as genuinely separate levers requiring separate investment. AI exposure is the clearest measured driver of execution speed, and a cluster of smaller-sector organizations trails notably on ecosystem-building. Both gaps are addressable with targeted, sequenced action — the subject of Part Three.

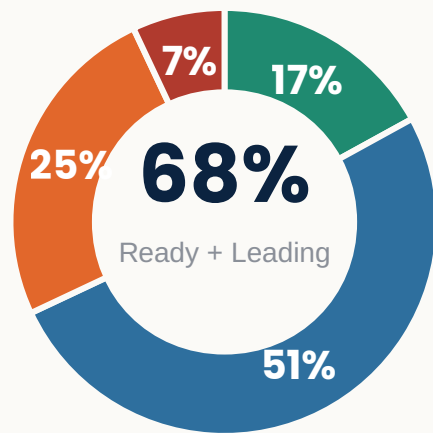
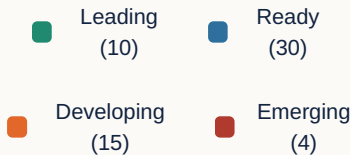


EXHIBIT 2 — Organizations by overall RRI tier (N=58)



DIMENSION SCORECARD



EXHIBIT 3 — Average score across all five RRI dimensions (0–5 scale)

Four Findings Leaders Should Act On

Of everything the data show, these four patterns carry the strongest statistical support — and the most direct implications for how a leadership team should sequence its 2026 people-and-partnerships strategy.

01 Stop treating culture and partnerships as separate line items.

Entrepreneurial Ownership and Ecosystem Strength rise and fall together in nearly every organization studied ($r=0.71^{***}$). Fund them as one integrated initiative, not two competing budget lines.

02 If you can only make one investment, make it ecosystem strength.

It is the single dimension most connected to every other capability measured — lifting leadership, ownership, execution, and impact simultaneously. This mirrors the resource-based and relational views of strategy, where the network around a firm is itself a source of advantage.

03 A strong leadership bench will not fix a slow organization.

Leadership maturity and execution speed ($r=0.22$, ns) are the one pairing that does not move together. Adaptive capacity and operational speed appear to be distinct competencies that require distinct interventions.

04 AI exposure is your clearest lever on speed.

Organizations with deeper AI exposure execute meaningfully faster (+0.38 pts per tier), consistent with a growing body of research linking AI capability to faster, better-informed decisions. Four sectors are falling behind on ecosystem-building.

Ecosystem Strength is the connective tissue of reinvention — it correlates significantly with **all four** other dimensions ($r=0.52-0.71$, all $p<.001$). If leadership teams fund one capability in 2026, this is the one with the widest blast radius.

Where Organizations Stand Today

Averages can hide as much as they reveal, so the next question is how readiness is actually distributed. Adaptive Leadership is the strongest dimension studied; Acceleration Readiness is the weakest — a 0.75-point spread that appears throughout this report. Readiness also clusters rather than spreads evenly, a pattern common to maturity-model research more broadly, where organizations tend to cross capability thresholds together rather than drift up gradually.

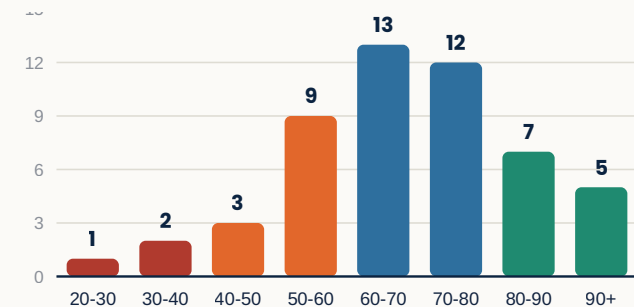


EXHIBIT 4 — Frequency of RRI scores across the 0–100 scale

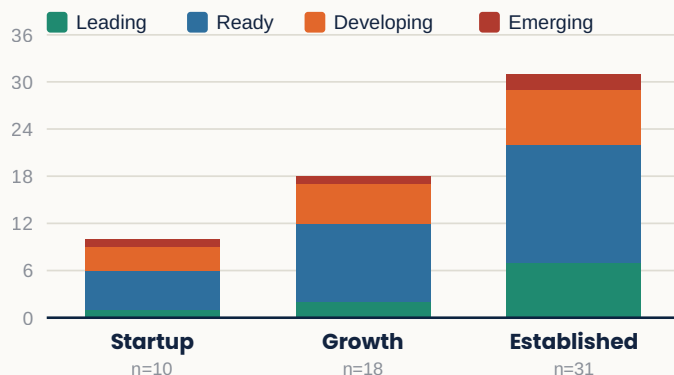


EXHIBIT 5 — Readiness tier distribution across Startup, Growth, Established

Organizations in the **Leading** tier outscore **Emerging** organizations by more than 52 points and lead on every one of the five dimensions — not just one or two.

Full tier-by-tier scores and sector and company-size breakdowns appear in the appendix, starting on page 16.

Two Capabilities Move Together. Two Do Not.

Knowing where organizations stand is only half the picture. The more useful question for a leader sequencing investment is which capabilities move together and which are genuinely independent.

	AL	EO	ES	AR	IA
AL	—	0.51 ***	0.52 ***	0.22 ns	0.37 **
EO	0.51 ***	—	0.71 ***	0.56 ***	0.52 ***
ES	0.52 ***	0.71 ***	—	0.56 ***	0.57 ***
AR	0.22 ns	0.56 ***	0.56 ***	—	0.48 ***
IA	0.37 **	0.52 ***	0.57 ***	0.48 ***	—

EXHIBIT 6 — Cross-dimension Pearson correlation matrix (n=57)

EO↔ES

Entrepreneurial culture and ecosystem-building are one capability

These two dimensions move together more closely than any other pair ($r=0.71^{***}$). Organizations building strong internal ownership culture almost always build strong external partnerships too.

ES

Ecosystem Strength is the connective hub

It links significantly to all four other dimensions ($r=0.52-0.71$, all $p<.001$) — more than any other single capability.

AL↔AR

A mature leadership team does not guarantee a fast one

AL ↔ AR is the one pairing with no reliable relationship ($r=0.22$, ns). Build and measure these separately.

GROUNDING IN THE LITERATURE

Why EO and ES move together. Support for entrepreneurial behavior — autonomy, resourcing, psychological safety — predicts intrapreneurial activity within firms (*Chouchane et al., 2023; Rabl et al., 2023; Alam et al., 2020*), and that same supportive environment tends to extend outward into how freely employees build external partnerships.

Why ES is the hub. The resource-based and relational views of the firm treat inter-organizational relationships as a distinct, compounding source of advantage — not a support function to internal capability, but a capability in its own right (*Wernerfelt, 1984; Barney, 1991; Dyer & Singh, 1998*).

Why AL and AR diverge. Emotional intelligence — closely related to adaptive leadership capacity — predicts the *quality* of strategic decisions, but its link to raw execution speed is much weaker (*Alzoubi & Aziz, 2021; Obradovic et al., 2013*). Speed tracks more closely with AI and digital capability than with leadership maturity alone — the subject of the next section.

Full pairwise correlations, robustness checks, and hypothesis-test detail appear in the appendix, starting on page 15.

AI Exposure Is Your Clearest Lever on Execution Speed

If leadership maturity doesn't predict speed, the natural next question is what does. We tested four organizational factors against each readiness score, isolating each factor's effect from the others. AI exposure came out clearly ahead of the rest.

The pattern is consistent with a fast-growing literature on AI and organizational performance: AI capability has been linked to faster and better decision-making ([Neiroukh, Emeagwali & Aljuhmani, 2024](#)) and to measurable gains in innovation and service delivery ([Huang & Rust, 2018](#); [Davenport & Ronanki, 2018](#)). A recent systematic review finds the same pattern we do here: the benefit shows up first in operational speed and only later, if at all, in top-line financial metrics ([Enholm, Papagiannidis, Mikalef & Krogstie, 2022](#)).

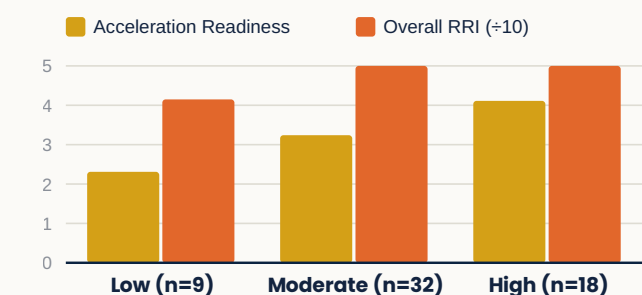


EXHIBIT 7 — Acceleration Readiness and RRI by AI exposure tier

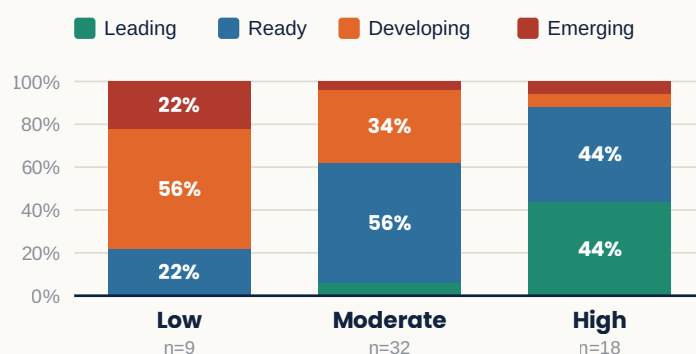


EXHIBIT 8 — % of organizations in each readiness tier, by AI exposure

A caveat worth building into any AI-acceleration strategy: the same literature that links AI capability to speed also flags trust and explainability as the binding constraint on adoption at scale ([Adadi & Berrada, 2018](#); [Hassija et al., 2024](#)). Moving fast with AI still depends on people trusting the system enough to act on what it recommends.

FOUR SECTORS FALLING BEHIND ON ECOSYSTEM-BUILDING

Manufacturing, E-Commerce/Retail, SMB/Local Business, and Non-profit organizations score meaningfully lower on Ecosystem Strength and Overall RRI — the clearest and most addressable sector-level gap in the dataset.

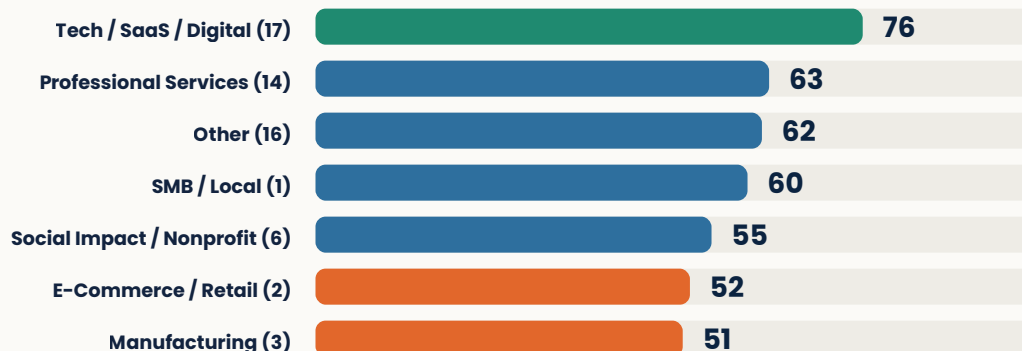


EXHIBIT 9 — Average RRI score by industry sector

PART THREE

What to Do About It

The questions worth asking in the leadership room, a 12-month roadmap for acting on the findings, and where this research goes next.

Questions Every Leadership Team Should Ask

The data point to a specific set of decisions, not a generic call to "invest in culture." These are the questions worth putting in front of a leadership team before the next planning cycle locks in.

“ **Are you funding culture and partnerships as one initiative, or two?**

Entrepreneurial Ownership and Ecosystem Strength rise and fall together in this data. Splitting them across separate budgets and separate owners works against the grain of how they actually develop.

“ **If you could strengthen only one capability this year, would you know which one?**

Ecosystem Strength is the dimension most connected to every other capability measured. Teams that don't know this tend to default to whichever gap is loudest, not most leveraged.

“ **Do you know whether your leadership gap and your speed gap are the same problem — or two different ones?**

In this data, they are different problems ($r=0.22$, ns). Treating them as one often means neither gets the specific intervention it needs.

“ **Is AI exposure something you're tracking as a leading indicator, or only reacting to?**

Organizations with deeper AI exposure execute meaningfully faster. Waiting for a formal AI strategy before tracking exposure means losing the leading-indicator value entirely.

“ **Do your people have somewhere to direct their initiative once you've asked for it?**

Reflective, proactive employees generate more innovative work behavior only when their organizations give that reflection somewhere structured to go (Messmann & Mulder, 2017).

A 12-Month Roadmap

Four moves, ordered by leverage, that translate the statistical pattern into a sequencing decision for 2026 planning cycles.

HORIZON	FOCUS
0–90 days	Baseline your organization's five dimension scores; identify whether your gap is in Means/Machinery (organizational) or Relevance/Readiness (individual, psychological) — see Adoption Quality research for a complementary lens on the human side of this transition.
3–9 months	Launch a single, jointly-funded initiative spanning Entrepreneurial Ownership and Ecosystem Strength — co-design partnerships with the same teams building internal ownership culture. Give teams real autonomy and resourcing; research on psychological empowerment shows intent alone does not translate into intrapreneurial behavior without it (<i>Mahmoud et al., 2021</i>).
9–12 months	Stand up separate execution-speed metrics tied to AI exposure and Acceleration Readiness; re-benchmark against this Index.

FOUR MOVES, ORDERED BY LEVERAGE

Invest Jointly

Treat entrepreneurial culture and ecosystem-building as one investment. They rise and fall together — a pattern also seen in research on organizational support for intrapreneurship (Rabl et al., 2023; Messmann & Mulder, 2017).

Lead with Ecosystem

If you can only fund one lever, fund Ecosystem Strength — the highest-leverage single investment, consistent with the relational view of competitive advantage (Dyer & Singh, 1998).

Separate the Metrics

Measure leadership maturity and execution speed separately. Do not assume one implies the other; they draw on different underlying capabilities (Alzoubi & Aziz, 2021; Davenport & Ronanki, 2018).

Looking Ahead

The pace that made this research necessary is not slowing down. If anything, the interval between sensing a change and being disrupted by it will keep compressing as AI-powered tools become more embedded in how organizations sense, decide, and act.

That is precisely why measurement matters more now, not less. Organizations that can see their own readiness clearly — across leadership, ownership, ecosystem, speed, and purpose — are in a fundamentally different position than organizations relying on instinct or activity as a proxy for progress. The four findings in this report are a starting point, not a finish line: a pilot study designed to be repeated, refined, and expanded as more organizations participate.

Future waves of the Reinvention Readiness Index will grow the sample, extend the sector coverage, and move from correlational snapshots toward the kind of longitudinal evidence that can speak more directly to cause and effect. In the meantime, the four findings here hold up under two independent statistical methods, and the practical implications — invest in ecosystem and ownership together, measure leadership and speed separately, treat AI exposure as a leading indicator — are actionable today.

Reinvention is not a project with an end date. It is a capability, and like any capability, it can be measured, built, and strengthened deliberately — starting with an honest look at where your organization actually stands.

The appendix that follows contains the full statistical detail, methodology, evidence base, and references behind every finding in this report.



APPENDIX

The Evidence Behind the Findings

Full statistical detail, sector and demographic breakdowns, construct-level methodology, evidence base, and references for every finding in this report.

How Much Weight These Findings Can Carry

This is a pilot study — a strong starting point, not a final verdict.

WHAT TO KEEP IN MIND	WHY IT MATTERS
Shows correlation, not causation	Two capabilities moving together doesn't tell us which drives the other.
Some findings are early, not settled	Sector-level results are real but modest effects — worth watching.
This is a snapshot, not a trend	Data reflects one point in time, not a proof of future causation.
Four factors don't explain everything	Leadership style, culture, and other unmeasured factors matter too.

None of this undermines the four headline findings. Each holds up under two independent methods, and the AI-exposure finding is robust and well-supported.

It is also worth noting that correlational designs of this kind are the norm, not the exception, at the early stage of a new research stream — the same is true of much of the AI-and-organizational-performance literature cited in this report, which is itself still maturing from case studies and cross-sectional surveys toward longitudinal and experimental designs ([Enholm et al., 2022](#); [Neiroukh et al., 2024](#)). Subsequent waves of the RRI are intended to build toward exactly that.

All 10 Pairwise Correlations & Hypothesis Tests

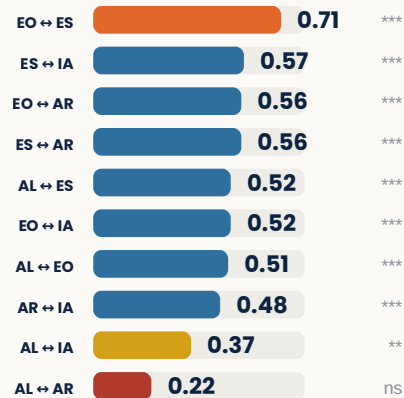


EXHIBIT A1 — Pearson *r* for all 10 dimension pairs, sorted by strength

AI EXPOSURE SUBGROUP — EO ↔ ES LINK

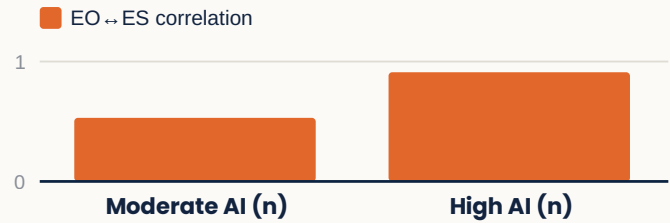


EXHIBIT A2 — EO ↔ ES correlation strengthens with AI exposure (directional signal)

The EO ↔ ES link is **72% stronger** in High-AI organizations ($r=0.91$) vs Moderate-AI ($r=0.53$). Low-AI subgroup ($n=7$) excluded — too small to trust. Treat as directional, not confirmed.

H1–H5: ALL FIVE HYPOTHESES SUPPORTED

Each RRI dimension was hypothesized to correlate positively with overall Reinvention Readiness through Strategic Integration. All five pathways are statistically significant.

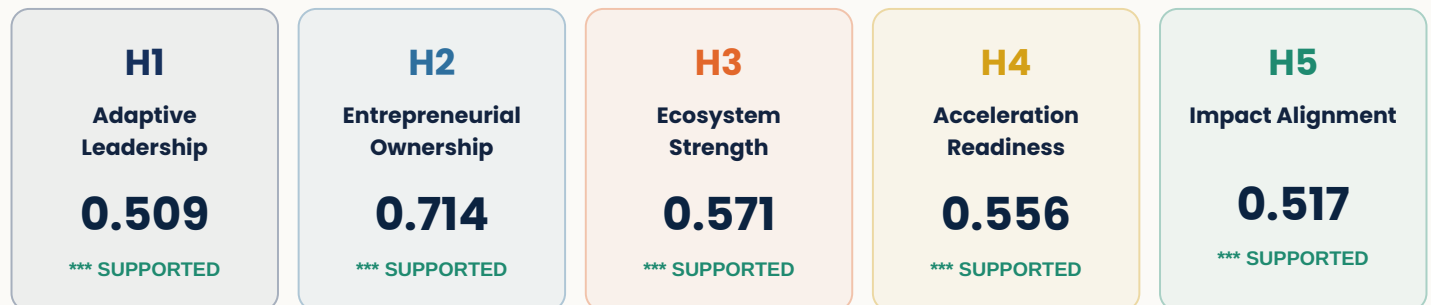


EXHIBIT A3 — Hypothesis test results (proxy Pearson *r* vs. Overall RRI)

Both Pearson and Spearman correlation methods confirm the same pattern throughout the dataset — the relationships reported here are not an artifact of outliers or non-normal distributions.

Company Size, Country, Tier & Sector Breakdowns

OVERALL READINESS TIERS

TIER	AVG. RRI	SHARE
Leading	87.7	18%
Ready	69.8	51%
Developing	52.2	26%
Emerging	35.4	5%

CANADA VS UNITED STATES

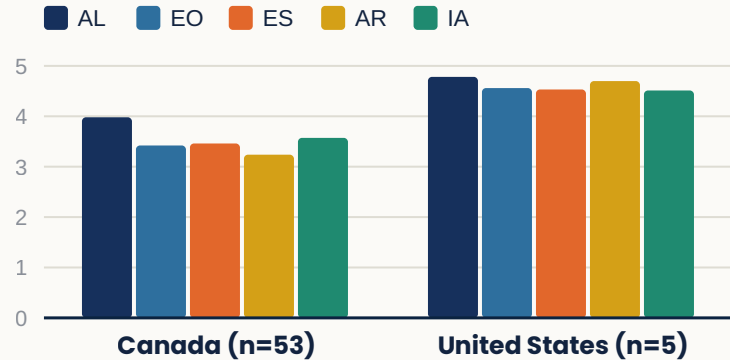


EXHIBIT A5 — Dimension comparison across the two countries in the sample

DIMENSION SCORES BY COMPANY SIZE

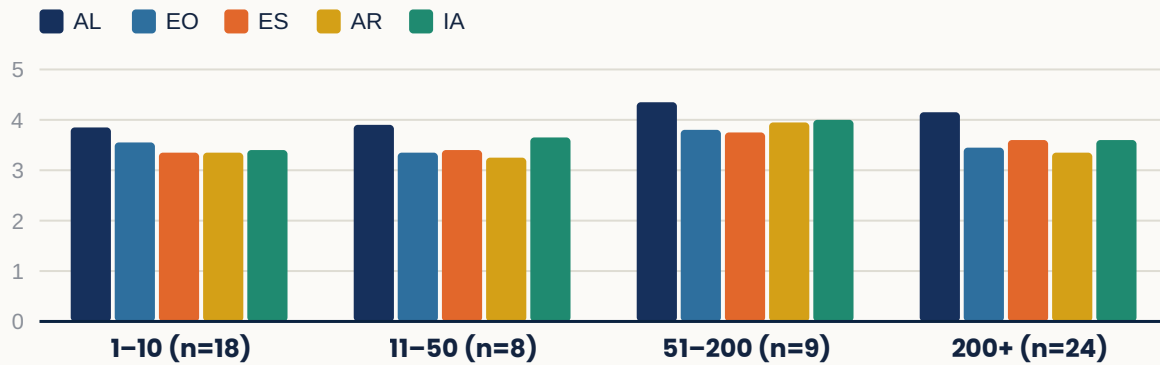


EXHIBIT A4 — All five dimensions across company size segments

The US cohort (n=5) scores notably higher across every dimension than the Canadian cohort (n=53). Given the small US sample, treat this as a directional signal for further research rather than a confirmed national gap.

Theoretical Foundations of the RRI Survey Instrument

Each construct was measured using items derived from established scholarly sources, and each is further supported by a wider body of applied research summarized below.

Adaptive Leadership

Grounded in Heifetz, Grashow & Linsky's (2009) framework: diagnosing adaptive challenges, regulating distress, disciplined attention, giving the work back to people. This construct sits close to the emotional-intelligence literature, where the ability to perceive, regulate, and act on emotion under uncertainty has repeatedly been linked to leadership and project-management effectiveness (*Goleman, 1995; Mayer, Caruso & Salovey, 2016; Wong & Law, 2002*). Leader and follower emotional intelligence together predict team performance and attitude, not just individual outcomes (*Wong & Law, 2002; Watanabe, Shafiq, Nawaz, Saleem & Nazeer, 2024*), and project managers with higher emotional intelligence are more likely to deliver successful outcomes (*Obradovic et al., 2013; Montenegro, Dobrota, Todorovic, Slavinski & Obradovic, 2021*).

Entrepreneurial Ownership

Adapted from Lumpkin & Dess (1996) Entrepreneurial Orientation: autonomy, innovativeness, risk-taking, proactiveness, competitive aggressiveness — applied at the individual employee level. Individual-level entrepreneurial orientation has been linked to both financial and non-financial firm performance (*Abdulrab et al., 2022*) and traces back to Miller's (1983) and Zahra's (1993) foundational work connecting entrepreneurial behavior to firm outcomes. It depends heavily on context: personality traits predict intrapreneurial behavior more strongly when paired with organizational support (*Alam, Kousar, Shabbir & Kaleem, 2020; Carrier, 1996*), and that support is what determines whether entrepreneurial intent converts into action (*Chouchane, Fernet, Austin & Zouaoui, 2023*).

Ecosystem Strength

Eight theoretical pillars: Dyer & Singh (1998), Chesbrough (2003), Prahalad & Ramaswamy (2004), Etzkowitz & Leydesdorff (2000), Adner (2017), North (1990)/Lundvall (1992), Christopher & Peck (2004), Teece et al. (1997). The construct is anchored in the resource-based view of the firm — the idea that sustained advantage comes from resources that are valuable, rare, and difficult to imitate (*Wernerfelt, 1984; Barney, 1991*) — extended by the relational view, which treats inter-firm relationships themselves as a source of that advantage (*Dyer & Singh, 1998*). Firms with stronger external networks have consistently been shown to convert that network into measurable competitive advantage and performance (*Majeed, 2011; Zairbani & Jaya Prakash, 2025*).

Acceleration Readiness

Davis (1989) TAM; Teece et al. (1997); Westerman et al. (2014); Bughin et al. (2018); Davenport & Ronanki (2018) — centered on AI adoption as the acceleration mechanism. Individual attitude toward AI is itself a measurable and meaningful construct (*Grassini, 2023*), and organizations that pair AI capability with genuine leadership engagement see stronger performance outcomes than those that treat AI as a purely technical rollout (*Saddam & Anvari, 2025; Dwivedi, 2025; Cinar & Bilodeau, 2024*). This is consistent with collaborative-intelligence research showing the strongest gains come from humans and AI working together, not AI operating independently of human judgment (*Wilson & Daugherty, 2018; Huang & Rust, 2018*).

Impact Alignment

Based on the Impact Frontiers Framework (2021): outcomes targeted, who benefits, magnitude, contribution, and risk. Alignment between individual and organizational purpose is closely tied to perceived organizational support (*Eisenberger, Huntington, Hutchison & Sowa, 1986*) and to internal communication practices that build a shared emotional culture (*Yue, Men & Ferguson, 2021*). Organizations with stronger learning cultures also show measurable gains in operational effectiveness and employee productivity (*Tan & Olaore, 2022*), reinforcing why Impact Alignment functions as a distinct, measurable driver of reinvention readiness rather than a soft add-on.

Literature & Evidence Base at a Glance

A compact map from each RRI dimension to its core theoretical grounding and the applied studies cited throughout this report — useful as a quick reference or a starting point for further reading.

DIMENSION	CORE THEORY	SELECTED SUPPORTING STUDIES
AL Adaptive Leadership	Adaptive leadership theory; emotional intelligence	Heifetz et al. (2009); Goleman (1995); Mayer et al. (2016); Wong & Law (2002); Obradovic et al. (2013); Watanabe et al. (2024); Montenegro et al. (2021)
EO Entrepreneurial Ownership	Entrepreneurial orientation; intrapreneurship	Lumpkin & Dess (1996); Miller (1983); Zahra (1993); Abdulrab et al. (2022); Carrier (1996); Alam et al. (2020); Chouchane et al. (2023); Mahmoud et al. (2021)
ES Ecosystem Strength	Resource-based & relational views; open innovation	Wernerfelt (1984); Barney (1991); Dyer & Singh (1998); Chesbrough (2003); Prahalad & Ramaswamy (2004); Adner (2017); Teece et al. (1997); Majeed (2011)
AR Acceleration Readiness	Technology acceptance; AI capability & collaborative intelligence	Davis (1989); Westerman et al. (2014); Davenport & Ronanki (2018); Wilson & Daugherty (2018); Huang & Rust (2018); Grassini (2023); Neiroukh et al. (2024)
IA Impact Alignment	Impact management; organizational support & culture	Impact Frontiers (2021); Eisenberger et al. (1986); Yue et al. (2021); Tan & Olaore (2022)

CROSS-CUTTING: AI AND ORGANIZATIONAL PERFORMANCE

Several findings in this report — particularly the link between AI exposure and Acceleration Readiness — draw on a broader, fast-growing literature connecting AI capability to organizational performance more generally, including business value realization ([Enholm et al., 2022](#)), marketing and B2B capability-building ([Mikalef et al., 2023](#)), knowledge-sharing ([Olan et al., 2022](#)), and decision-making quality ([Neiroukh et al., 2024](#)). A recurring caveat across this literature is the importance of explainability and trust as preconditions for adoption at scale ([Adadi & Berrada, 2018](#); [Hassija et al., 2024](#)) — a theme this report's authors expect to matter increasingly as AI exposure deepens across the organizations tracked by future waves of the Index.

Population, Sampling Strategy & Analysis

34M+COMBINED TARGET POPULATION
(CANADA & US)**N=58**PURPOSIVE NON-PROBABILITY
SAMPLE**0.80**G*POWER STATISTICAL POWER
THRESHOLD MET

TARGET POPULATION

Businesses actively engaged in organizational transformation across Canada (1.38M employer businesses, Statistics Canada 2025) and the United States (33.2M businesses, U.S. Census Bureau 2024). Combined population exceeds 34 million.

SAMPLE SIZE — N=58

Purposive non-probability sampling. N=58 satisfies the Central Limit Theorem ($n \geq 30$), PLS-SEM's 10-times rule ($n \geq 50$) (*Hair et al., 2017*), and G*Power's 0.80 power threshold ($n \geq 55$) (*Faul, Erdfelder, Lang & Buchner, 2007*).

DATA ANALYSIS

SmartPLS 4.0 for PLS-SEM; IBM SPSS for descriptives (*Field, 2018*). Two-stage approach: measurement model (Cronbach's $\alpha \geq 0.70$, AVE ≥ 0.50 , HTMT) then structural model (path coefficients, R^2 , f^2 , Q^2) (*Hair et al., 2017*). Common method bias assessed via Harman's single-factor test. Sampling and instrument design more broadly followed established guidance for business research (*Saunders, Lewis & Thornhill, 2019; Patton, 2015; Cochran, 1977*).

Full source list, including Heifetz et al. (2009), Lumpkin & Dess (1996), Dyer & Singh (1998), Teece et al. (1997), and Statistics Canada (2025), appears in the References section that follows.

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