

Dear Readers,

the latest issue of JEEMS is accompanied by the most recent issue of the Journal Citation Reports® by Thomson Reuters which was a tremendous success for our journal: **JEEMS** doubled its **impact factor** from 0,345 to **0,781** and is ranked now **98/140 in Management**. I wish to thank all authors, reviewers and friends of our journal who have contributed to achieve this great result. There are, for sure, still many things and aspects that need to be improved in the near future, but we seem to be on the right way now!

Moreover, due to my new position at the **University of Regensburg**, the **Editorial Office of JEEMS** dislocated to the beautiful Bavaria and, consequently, I also took over the position of **Editor-in Chief** from Rainhart Lang. Today, it is my desire to honour the great achievements Rainhart has made over more than 15 years in this position – thank you very much for all you have done in favour of JEEMS! We are lucky to state that it is not a final farewell, as Rainhart still serves as a member of our Editorial Committee and, so, we will continue to profit from his commitment and his rich experiences in the future.

With the dislocation of the JEEMS office to Regensburg, we also welcome a new **Editorial Assistant**. **Anja Siegel** will take over the job of **Meng Hao**. We feel indebted to Meng for her enormous work and her remarkable engagement throughout the past years – thank you very much, Meng, and all the best for your future career!

Turning to the contents of this JEEMS issue, I am happy to present you two papers and one research note that all highlight the importance of the so called weak factors for the management of companies in transforming economies. Be it people's dynamic capabilities, their personal attitudes or the leader-employee relationship, they all have a particular impact on company processes and, finally, on company success. Moreover, as it is pointed out by all authors, the transforming societies provide a specific context for the development and effects of those factors.

The paper by **Gregory Ludwig** and **Jon Pemberton** deals with the topic of dynamic capabilities in the context of the Russian steel industry. A broad in-depth study over a period of three years provided rich data comprising semi-structured interviews with senior managers, internal management reports, and other documentary evidence. The authors conclude that practitioners need not choose between either routine-building on the one hand, or radical renewal on the other, but must recognise that dynamisms typically derive from the establishment of respective internal processes, followed by rapid-decision making.

The paper by **José Mondéjar-Jiménez, Juan-Antonio Mondéjar-Jiménez, María-Leticia Meseguer-Santamaría, and Manuel Vargas-Vargas** carries out an empirical assessment of the influence relationship between personal attitudes and social capital in different Central European countries. Using the World Values Survey dataset, the model measures three main social capital dimensions (institutional trust, social participation and political participation) and four personal attitudes factors (collectiveness, education, gender differences and work) through synthetic indicators built by means of partial least squares regression. The authors provide evidence about personal determinants of social capital and about the role of institutional trust for civic engagement in social and political participation.

Finally, the research note by **Mladen Pečujlija, Nedžad Azemović, Rešad Azemović, and Đorđe Ćosić** explored a sample of 300 employees in a company that went through the process of ownership change and became a shareholders' association. The study aims to find out the preferred pattern of leaders' behaviour as a predictor of employees' productive behaviour. Obtained results suggest that it is essential for increased productivity that the employees show a high level of trust towards their leader but that they do not hold any high expectations of them. Production errors are influenced by leaders' readiness to provide assistance to employees and their expectations of the employees. In terms of production quality, leaders' helpfulness and expectations have proved to directly impact on it.

I hope you will enjoy reading this issue!

Thomas Steger
(*Editor-in Chief*)