

Programme

11<sup>th</sup> EIASM WORKSHOP ON TOP MANAGEMENT TEAMS AND BUSINESS STRATEGY RESEARCH

**STRATEGIC LEADERSHIP FOR SUSTAINABILITY AND SOCIAL AND POLITICAL RESPONSIBILITY**

Paris, France, March 31 – April 1, 2022,  
HEC Paris, France



Please note that this program is tentative and potentially subject to change

Wednesday, March 30<sup>th</sup>

18:00 – ... **Informal get-together** – *Hotel Best Western Plus Paris Saclay*, 2 Route d'Orsay, 91400 Saclay (located at the entrance of HEC Paris campus in Jouy-en-Josas)

Thursday, March 31<sup>st</sup>

8:30 – 9:00 **Registration and coffee** – Room 301 T-Building (ALL ROOMS ARE IN THE T-BUILDING)

9:00 – 9:30 **Welcome and opening words** – Room 301

*Andrea Massini (HEC Paris)*

*Georg Wernicke (HEC Paris)*

*Tine Buyl (Tilburg University)/Marko Reimer (WHU Vallendar)*

9:30 – 10:30 **Keynote** – Room 301

“Gender Diversity in Strategic Leadership: Striving for More Sustainable, and More Socially and Politically Responsible Research”

*Corinne Post (Villanova University)*

10:30 – 10:45 **Coffee break**

10:45 – 12:45 **Parallel sessions 1**

1.1 **CEO Narcissism** (Chair: Tine Buyl – Room 301)

UNFOLDING THE EFFECTS OF CEO NARCISSISM ON FIRMS' SOCIAL AND FINANCIAL PERFORMANCE: A META-ANALYTIC APPROACH (SAROSH ASAD)

*Discussant: Priscilla Kraft*

CATERING TO DIFFERENT AUDIENCES: HOW INSTITUTIONAL CONTEXT AFFECTS NARCISSISTIC CEOS' CSR ACTIVITIES (TINE BUYL, BORIS LOKSHIN, CHRISTOPHE BOONE)

*Discussant: Sadri Karami*

IS CEO NARCISSISM BENEFICIAL OR DETRIMENTAL FOR FIRM PERFORMANCE?  
INSIGHTS FROM A META-ANALYSIS (PRISCILLA KRAFT)

*Discussant: Sarosh Asad*

IT'S ALL ABOUT ME AND WHO IS WATCHING ME: CEO NARCISSISM AND CORPORATE  
DIVESTITURES (SADRI KARAMI, MOHAMAD HASAN)

*Discussant: Tine Buyl*

1.2 **CEO-TMT Interfaces** (Chair: Alexander Alexiev – Room 302)

IT TAKES TWO TO TANGO: CEO-CFO DYNAMICS AND FINANCIAL REPORTING QUALITY  
(LOTTE SMEETS, LIESBETH BRUYNSEELS, EDDY CARDINAELS)

*Discussant: Ganqi Tang*

HOW MASCULINITY DRIVES M&A: A CEO-CFO PERSPECTIVE (MICHAEL MOELLER,  
MARKO REIMER)

*Discussant: Dennis Veltrop*

ALL MALE AT THE TOP? WHEN TMT PERFORMANCE EVALUATION SPIRALS INTO TMT-  
BOARD EMOTIONAL CONFLICT (DENNIS VELTROP, IRENE MOSTERT, PAULA M.G. VAN  
VEEN-DIRKS, TIMOTHY D. HUBBARD)

*Discussant: Lotte Smeets*

FROM FRAGMENTATION TO INTEGRATION: THE DYNAMICS BETWEEN TIME AND  
EMOTIONS IN CEO-TOP MANAGER INTERACTION (GANQI TANG)

*Discussant: Michael Moeller*

13:00 – 14:15 **Lunch** – Restaurant *Le Petit Gustave* on campus

14:30 – 16:30 **Parallel sessions 2**

2.1. **CEO Activism, Political Ideology and CEO Power** (Chair: Abhinav Gupta – Room 301)

CEO ACTIVISM: A DELICATE BALANCING ACT. TOWARDS A MULTI-LEVEL THEORY OF  
STAKEHOLDER VALUE ALIGNMENT (JOSIANE ZHANG, BENJAMIN G VOYER)

*Discussant: Aurelien Feix*

STRANGERS AT HOME: HOW THE IDEOLOGICAL DIVERGENCE BETWEEN CEO AND  
LOCAL COMMUNITY AFFECTS FIRM EFFICIENCY (FEI DAI, STEPHAN KRAMER, MARKO  
REIMER)

*Discussant: Chris Willis*

WHEN IS CEO ACTIVISM CONDUCIVE TO THE DEMOCRATIC PROCESS? (AURELIEN  
FEIX, GEORG WERNICKE)

*Discussant: Josiane Zhang*

OBSOLESCE OR ENTRENCHED? REFINING OUR UNDERSTANDING OF THE CEO  
TENURE-POWER SHIFT RELATIONSHIP (CHRIS WILLIS)

*Discussant: Fai Dai*

2.2 **CEO Personality** (Chair: Sarosh Asad – Room 302)

FEELING GOOD BEING DIFFERENT? CEO REGULATORY FOCUS AND STRATEGY  
UNIQUENESS (MICHELLE WECK, JANA OEHMICHEN, DENNIS VELTROP, FLOOR RINK)

*Discussant: Sebastian Schneck*

TIMING OF PROBLEMISTIC SEARCH AND STRATEGIC CHANGE: OVERCONFIDENT  
CEOS' RESPONSES TO PERFORMANCE BELOW ASPIRATIONS (FÉLINE VERSTAPPEN,  
TINE BUYL, ROB JANSEN, MARIUS MEEU)

*Discussant: Lisanne Juliette Veter*

CEO OVERCONFIDENCE AND CORPORATE SOCIAL PERFORMANCE: THE MODERATING  
EFFECT OF TOP MANAGEMENT TEAM OVERCONFIDENCE (SEBASTIAN SCHNECK,  
SAHAR NEJADHOSSEIN SOUDANI)

*Discussant: Féline Verstappen*

CEO LIFE EVENTS AND CORPORATE PURPOSE: CHANGES LEAVING THEIR TRACE  
(LISANNE JULIETTE VETER, HARRY R COMMANDEUR, JATINDER S SIDHU, HENK W  
VOLBERDA)

*Discussant: Michelle Weck*

16:30 – 16:45 **Coffee break**

16:45 – 18:15 **Parallel sessions 3**

3.1. ***The Role of Gender in Upper Echelons*** (Chair: Corinne Post – Room 301)

IT'S ALL ABOUT GENDER! A HISTORICAL PERSPECTIVE OF GENDER BIAS IN THE  
UPPER ECHELON LITERATURE (HENDRIKE WERWIG, HERIBERT DE OLIVEIRA KUHN)

*Discussant: Steffen Brenner*

'NOT MY CEO': THE IMPACT OF ORGANIZATIONAL CONTEXT ON THE CEO GENDER  
APPROVAL GAP (ISABELLE SOLAL, STEFFEN BRENNER, GEORG WERNICKE)

*Discussant: Hendrike Werwig*

3.2. ***Board of Directors and Board Processes*** (Chair: Marko Reimer – Room 302)

THE MISSING LINK? A META-ANALYSIS OF BOARD PROCESSES AND THEIR MEDIATING  
ROLE IN THE BOARD CHARACTERISTICS-EFFECTIVENESS RELATIONSHIP (FABIAN  
AHRENS, FLOOR RINK, NIELS HERMES, DENNIS VELTROP, LAETITIA MULDER, AND  
CHUK YAN (EDWINA) WONG)

*Discussant: Mijntje Luckerath*

TOO MUCH OF A GOOD THING? THE LINK BETWEEN STAKEHOLDER ORIENTATION IN  
THE BOARDROOM, COGNITIVE COMPLEXITY, AND OPINION ALIGNMENT (JULIA  
PRÖMPELER, DENNIS VELTROP FLOOR RINK JANKA STOKER)

*Discussant: Fabian Ahrens*

TEAM ROLES AND BOARD TASKS OF NON-EXECUTIVE DIRECTORS A PSYCHOLOGICAL  
AND EMPIRICAL INVESTIGATION (MIJNTJE LUCKERATH, REINOUT E DE VRIES)

*Discussant: Julia Prömpeler*

19:00 – 22:45 **Reception and Dinner – HEC Le Château**, 5 rue de la libération78350 Jouy-en-Josas (on  
campus)

A shuttle will bring you back to the Hotel Best Western at 10:30 pm.

Friday, April 1<sup>st</sup>

8:30 – 8:45 **Coffee** – Room 301 (ALL ROOMS ARE IN THE T-BUILDING)

8:45 – 09:45 **Keynote** – Room 301

“Purpose: Why? Why?”

***Rodolphe Durand*** (HEC Paris)

09:45 – 10:00 **Coffee break**

10:00 – 12:00 **Parallel sessions 4**

4.1 ***TMTs Processes and Structures*** (Chair: Priscilla Kraft – Room 301)

PURPOSE IMPLEMENTATION BY THE TOP MANAGEMENT TEAM IN A FOR-PROFIT FIRM:  
A PROCESS MODEL (IVY BUCHE, RÉGIS COEURDEROY)

*Discussant: Bart Leten*

THEORIZING THE ROLE OF TOP EXECUTIVES DURING ORGANIZATIONAL ADAPTATION  
(GUILLAUME CARTON, PATRICK BESSON)

*Discussant: Aras Can Aktan*

TOP MANAGEMENT TEAM INTERNATIONALIZATION AND INNOVATION: THE ROLE OF INTERNATIONAL INNOVATION COLLABORATION (RENÉ BELDERBOS, MARK VANCAUTEREN BART LETEN, ELINE WIJNS, BORIS LOKSHIN)

*Discussant: Ivy Buche*

SHAKE UP THE MANAGEMENT: A BEHAVIORAL THEORY OF STRUCTURAL INTERDEPENDENCE WITHIN TOP MANAGEMENT TEAMS (ARAS CAN AKTAN, FABRIZIO CASTELLUCCI)

*Discussant: Guillaume Carton*

4.2 **Perspectives on CEO Research** (Chair: Alejandro Escriba – Room 302)

RETRENCHMENT AND PERFORMANCE: THE MODERATING ROLE OF FAMILY INVOLVEMENT (RAFAEL JORDA GOMEZ, ALEJANDRO ESCRIBÁ ESTEVE, VICENTE SAFÓN CANO)

*Discussant: Xuejing Yang*

GETTING PAID WHEN BOOKS ARE COOKED: EXPLORING CEO INITIAL PAY IN THE AFTERMATH OF FINANCIAL FRAUD (MADS EMIL WEDELL-WEDELSSBORG, DIMITRIOS GEORGAKAKIS, PEDER GREVE)

*Discussant: Philipp Benedikt Becker*

LEVERAGING ACQUISITION EXPERIENCE: THE MODERATING ROLE OF CEO AMBIVALENT COGNITION (PHILIPP BENEDIKT BECKER, PATRICIA KLARNER)

*Discussant: Rafael Jorda Gomez*

MANAGERIAL FLEXIBILITY IMPLICATIONS OF GLOBALIZATION STRATEGIES (XUEJING YANG, REGIS COEURDEROY, VALERIE DUPLAT)

*Discussant: Mads Emil Wedel-Wedellsborg*

12:15 – 13:30 **Lunch** – Restaurant *Le Petit Gustave* on campus

13:45 – 14:45 **Keynote** – Room 301

“Political Organizations, Ideology and Society”

**Abhinav Gupta** (Foster School of Business, University of Washington)

14:45 – 15:00 **Coffee break**

15:00 – 16:30 **Parallel sessions 5**

5.1 **CEO Turnover and Succession** (Chair: Dennis Veltrop – Room 301)

UNDERSTANDING STRATEGIC REALIGNMENT PROCESSES FOLLOWING CEO SUCCESSION (ALEXANDER ALEXIEV)

*Discussant: Klaus Derfuss*

CEO DISMISSAL, BOARD IDEOLOGY AND INSIDER/OUTSIDER CEO SELECTION AS BOARD RISK-TAKING (SHARA DARR, MIRKO BENISCHKE)

*Discussant: Yao Ma*

WHY OUTSIDER CEOS DO (NOT) BRING STRATEGIC CHANGE: A RELATIONAL PERSPECTIVE (YAO MA, DIMITRIOS GEORGAKAKIS, CLAUDIA JONCZYK)

*Discussant: Alexander Alexiev*

THE IMPACT OF CEO SUCCESSION ON RISK-TAKING AND PERFORMANCE: EVIDENCE FROM GERMAN SAVINGS BANKS (KLAUS DERFUSS, JANINA MATERN)

*Discussant: Shara Darr*

5.2 **Changes at the Top** (Chair: Steffen Brenner – Room 302)

BRINGING IN A NEUTRAL PARTY: DEMOGRAPHIC FAULTLINES AND THE APPOINTMENT OF AN OUTSIDER BOARD CHAIR (ROB LANGAN, RYAN KRAUSE, MARKUS MENZ)

*Discussant: Mads Emil Wedel-Wedellsborg*

REPAIRING OR REMODELING THE HOUSE? CHANGES IN TOP MANAGEMENT TEAMS AND THE PERFORMANCE OF ENTREPRENEURIAL VENTURES (BÁRBARA LARRAÑETA, ROCIO AGUILAR)

*Discussant: Maximilian Weis*

CHANGING THE SAILS TO STEER IN THE WIND: CONCEPTUALISING TOP MANAGEMENT SUCCESSION (MADS EMIL WEDELL-WEDELLSBORG, PEDER GREVE)

*Discussant: Rob Langan*

NEW CEOS' TEMPORAL DEPTH AND TOP MANAGEMENT TEAM CHANGE (MAXIMILIAN WEIS, PATRICIA KLARNER)

*Discussant: Bárbara Larrañeta*

5.3 **Corporate Social Responsibility** (Chair: Georg Wernicke – Room 305)

LOOK ALIKE AND ACT ALIKE? THE INFLUENCE OF ORGANIZATIONAL LOGICS AND IDENTIFICATION ON WITHIN-MNE CSR DIFFERENCES (MARLOES KORENDIJK, MARLOES KORENDIJK, ALAN MULLER, RIENEKE SLAGER)

*Discussant: Mieke Dingenen*

WHEN CEOS CROSS BOUNDARIES TO DEVELOP CSR KNOWLEDGE AND PRACTICES TOGETHER: AN ETHNOGRAPHIC STUDY OF A CEO-BASED CSR COMMUNITY OF PRACTICE (SABRINA COURTOIS, VALÉRIE SWAEN)

*Discussant: Sebastian Junge*

THE JOINT IMPACT OF CEO AND OUTSIDE DIRECTOR LONG-TERM INCENTIVE COMPENSATION ON A FIRM'S NON-FINANCIAL PERFORMANCE (MIEKE DINGENEN, ANN GAEREMYNCK, DIETER SMEULDERS)

*Discussant: Marloes Korendijk*

16:30 – 16:45 **Closing words**

On Friday evening, we will organize an informal dinner in Paris. For more information, please contact the local organizer Georg Wernicke ([wernicke@hec.fr](mailto:wernicke@hec.fr)).

### **Authors**

- ... upload a full paper (or extended abstract) well before the workshop via <http://www.eiasm.org>.
- ... come to the room about 10 minutes before the session starts.
- ... bring their presentation on a USB memory stick.
- ... keep their presentation at about 15 minutes maximum, to maintain sufficient time for questions, discussion and feedback.
- ... act as a discussant for one of the other papers in the session.

### **Discussants**

- ... read the paper in advance and prepare comments and feedback (note that a PowerPoint is NOT required!).
- ... provide 2-3 main points as feedback
- ... are the first to present their feedback and ask questions after the author's presentation.
- ... provide constructive feedback by, for instance, pointing out similarities and differences between papers or helping to the further development of the paper by asking critical but constructive questions.

### **Chairs**

- ... ensure that the session starts and ends on time, and enforce time limits on the presenters and discussants.
- ... introduce each author and their papers.
- ... ensure that the Q&A part runs smoothly.
- ... are prepared to provide authors with some comments and feedback.