

Programme

12th EIASM WORKSHOP ON TOP MANAGEMENT TEAMS AND BUSINESS STRATEGY RESEARCH

CORPORATE LEADERS AND THE PURSUIT OF PURPOSE

Leeds, UK, April 27-28, 2023
Leeds University Business School



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

Wednesday, April 26th

18:30 – 20.00 **Welcome reception– Lamb & Flag** - 1 Church Row, Leeds

Thursday, April 27th

Venue - Esther Simpson, Lyddon Terrace, Woodhouse, Leeds LS2

8:30 – 9:00 **Registration and coffee** – *Esther Simpson Registration Desk & Coffee Bar*

9:00 – 9:30 **Welcome and opening words** – *Esther Simpson Lecture Theatre room 1.01*

Julia Bennell - Executive Dean Leeds University Business School (LUBS)

Lynda Song - Head of Department of Management, LUBS

Jatinder Sidhu (LUBS) & **Dimitrios Georgakakis** (University of York) - Conference Chairs

Tine Buyl (University of Tilburg) & **Marko Reimer** (WHU) - Scientific Council EIASM TMT Workshop

9:30 – 10:30 **Keynote** – *Esther Simpson Lecture Theatre room 1.01*

“TOWARDS A MORE HOLISTIC PERSPECTIVE ON EXECUTIVES AND TOP MANAGEMENT TEAMS” by **Joanna Campbell** - University of Cincinnati, USA

10:30 – 10:50 **Coffee break** - *Esther Simpson Coffee Bar*

10:50 – 12:50 **Parallel sessions 1**

1.1 **Strategic Leadership and Purpose** (Chair: *Andreas Koenig* – *Esther Simpson Seminar Room 2.09*)

BUILDING STORIES THAT CHANGE AN ORGANIZATION'S CULTURE (BARNEY JAY, MANOEL AMORIM, JULIO CARLOS)

Discussant: BUCHE IVY

ADDRESSING THE SUSTAINABLE DEVELOPMENT GOALS IN PURSUIT OF PURPOSE: HOW CORPORATE LEADERS' POLITICAL ORIENTATION, SOCIAL CLASS AND VALUES MATTER (VETER LISANNE JULIETTE, HARRY R. COMMANDEUR, JATINDER S. SIDHU, HENK W. VOLBERDA)

Discussant: VELTROP DENNIS

PURPOSE IMPLEMENTATION: PARADOXES CONFRONTING INCUMBENTS (BUCHE IVY, REGIS COEURDEROY)

Discussant: BARNEY JAY

THE STRUGGLE OF STAKEHOLDER ORIENTED DIRECTORS: DIRECTOR STAKEHOLDER ORIENTATION AND DIRECTOR CONFORMITY IN BOARDROOM DILEMMA'S (VELTROP DENNIS, JULIA PRÖMPELER, FLOOR RINK, JANKA STOKER)

Discussant: VETER LISANNE JULIETTE

1.2 **Attention, Discretion, and Mindsets of Corporate Leaders** (Chair: Jan Stolker – Esther Simpson Seminar Room 2.10)

OUTSIDE CEO SUCCESSION: THE ROLE OF BOARD IDEOLOGY ON CEO SUCCESSOR SELECTION AND FIRM OUTCOMES (DARR SHARA)

Discussant: BRAUN MAX

KNOWING SOMEONE OR BEING KNOWN: NEW BOARD APPOINTEE NETWORK OVERLAP AND CEO ATTENTION SHIFTS (PHILIPP BENEDIKT BECKER, PATRICIA KLARNER)

Discussant: HAJ YOUSSEF MOUSTAFA

CEO RATIONALIZATION AND CORPORATE MISCONDUCT: A META-ANALYTIC STRUCTURAL EQUATION MODEL (BRAUN MAX, KAREN SCHNATTERLY)

Discussant: PHILIPP BENEDIKT BECKER

ENACTING DISCRETION IN A LOW DISCRETION ENVIRONMENT: CHARACTER ASSASSINATION OF CARLOS GHOSN (HAJ YOUSSEF MOUSTAFA, INGO KLEINDIENST, DANIELLE KHALIFE, MADONNA SALAMEH)

Discussant: DARR SHARA

12:50 – 14:00 **Lunch** – University House

14:00 – 16:00 **Parallel sessions 2**

2.1. **Managers at the Corporate Top** (Chair: Krsto Pandza – Esther Simpson Seminar Room 2.09)

ALL THE WORLD IS ON STAGE: SOCIAL DYNAMICS IN Q&A SITUATIONS (HAWIGHORST FRIEDERIKE, ANN-KATHRIN SCHILL, ANDREAS KÖNIG, LORENZ GRAF-VLACHY, BASAK YAKIS-DOUGLAS, RICHARD WHITTINGTON)

Discussant: FERNANDEZ-MUNIZ NURIA

GROWING THE BUSINESS IN THE REGIONS: TMT MEMBER'S REGIONAL RESPONSIBILITY AND REGIONAL PERFORMANCE (TANG CHE, WINFRIED RUIGROK)

Discussant: TASHEVA NIELSEN SABINA

FROM INDIVIDUAL TO TEAM DECISION MAKING: THE ROLE OF SOCIAL HEURISTICS (TASHEVA NIELSEN SABINA, ATEFEH MAGHZI)

Discussant: HAWIGHORST FRIEDERIKE

ADOPTION OF ECO-INNOVATION: AN INTEGRATED VIEW OF PERSONALITY TRAITS OF THE LEADERS AND BARRIERS AMONG SMES (FERNANDEZ-MUNIZ NURIA, ANGELA TRIGUERO, MARTA DE LA CUESTA)

Discussant: TANG CHE

2.2 **Diversity at the Corporate Top** (Chair: Dimitrios Georgakakis - Esther Simpson Seminar Room 2.10)

CHIEF DIVERSITY OFFICERS – A SIGNAL OF COMPLIANCE IN TIMES OF CRISIS (BARWINSKI ROMAN)

Discussant: WIJNS ELINE

DOES DIVERSITY ALWAYS TRICKLE DOWN? HOMOPHILY AND RESISTANCE TOWARD FEMALE APPOINTMENTS IN THE UPPER ECHELONS (MENDIRATTA ESHA, JANA OEHMICHEN, RIAN DROGENDIJK)

Discussant: KARAEVLI AYSE

FEMALE CEO APPOINTMENTS AND EMPLOYEE MENTAL HEALTH (WIJNS ELINE, BART LETEN, CORINNE POST, MARK VANCAUTEREN)

Discussant: BARWINSKI ROMAN

THE RELATIONSHIP BETWEEN CEO FEMININE VS. MASCULINE CULTURAL IMPRINTING AND FEMALE REPRESENTATION IN MIDDLE MANAGEMENT IN LARGE EUROPEAN (KARAEVLI AYSE, CHRISTOPHE BOONE, SERDEN OZCAN)

Discussant: MENDIRATTA ESHA

16:00 – 16:20 **Coffee break** - Esther Simpson Coffee Bar

16:20 – 18:20 **Parallel sessions 3**

3.1. **Strategic Leadership Interfaces** (Chair: Alexander Alexiev – Esther Simpson Seminar Room 2.09)

THE EFFECTS OF POWER AND CELEBRITY DIFFERENCES ON CEO-CFO PAY DIFFERENCES (ROMEY TOBIAS, STEFAN SCHMID, SEBASTIAN BALDERMANN)

Discussant: VANDEKERKHOF PIETER

SHARED STRATEGIC CONSENSUS IN FAMILY FIRM STRATEGIC LEADERSHIP SYSTEMS: THE ROLE OF FAMILY INVOLVEMENT, LONG-TERM ORIENTATION SEPARATION, AND PSYCHOLOGICAL OWNERSHIP (THYS KRIS, PIETER VANDEKERKHOF, TENSIE STEIJVERS, MAARTEN CORTEN)

Discussant: ALEXIEV ALEXANDER

MAKING BOLD DECISIONS TOGETHER: THE INTERACTION OF CEO CURIOSITY AND CFO CONSCIENTIOUSNESS (DIETER GUTSCHI, KLARNER PATRICIA)

Discussant: THYS KRIS

THE EFFECT OF KNOWLEDGE VARIETY ON STRATEGIC DECISION-MAKING QUALITY AND THE MODERATING ROLE OF EMOTIONS (VANDEKERKHOF PIETER, KRIS THYS, TENSIE STEIJVERS, MAARTEN CORTEN)

Discussant: ROMNEY TOBIAS

3.2. **CEO-Board Mindsets and Cognitions** (Chair: Sabina Tasheva Nielsen – Esther Simpson Seminar Room 2.10)

ARE BIGGER BOARDS BETTER BOARDS? A META-ANALYTIC EXAMINATION ON THE BENEFITS AND DRAWBACKS OF BIGGER BOARDS (AHRENS FABIAN, DENNIS VELTROP, LAETITIA MULDER, FLOOR RINK)

Discussant: TINE BUYL

EFFECTS OF THE BOARD CHAIR'S STAKEHOLDER MINDSET (BENTELE ALISSA, MARKUS MENZ)

Discussant: ASAD SAROSH

KEEPING A CLOSE WATCH: INSTITUTIONAL INVESTORS AND THE DISTRIBUTION OF CROSS-BORDER ALLIANCES (ASAD SAROSH, FLORIAN NOSELEIT, ISABEL ESTRADA)

Discussant: AHRENS FABIAN

CEO COGNITIVE BIASES: A SYNTHESIS AND RESEARCH AGENDA (TINE BUYL, DANIEL GELSING, MATHIAS KALM, LOUIS MULOTTE)

Discussant: BENTELE ALISSA

19:30 – 22:30 **Workshop Dinner – Restaurant Bar + Grill** - The Old Post Office, 3 City Square, Leeds.

Friday, April 28th

8:30 – 8:45 **Coffee** – Esther Simpson Registration Desk & Coffee Bar

8:45 – 09:45 **Keynote** – Esther Simpson Lecture Theatre room 1.01

“ON BECOMING A PURPOSE-DRIVEN FIRM: PRACTICES AND DRIVERS OF CORPORATE PURPOSE” by **Henk Volberda** - University of Amsterdam, The Netherlands

09:45 – 10:00 **Coffee break** - Esther Simpson Coffee Bar

10:00 – 12:00 **Parallel sessions 4**

4.1 **Executive Replacement and Succession** (Chair: Dennis Veltrop – Esther Simpson Seminar Room 2.09)

NEW CEO OUTSIDERNESS AND STRATEGIC CHANGE IN TURNAROUND SITUATIONS: A SOCIAL NETWORK PERSPECTIVE (MA YAO, DIMITRIOS GEORGAKAKIS, CLAUDIA JONCZYK)

Discussant: ALEXIEV ALEXANDER

OUTSIDER SUCCESSION AND ORGANIZATIONAL REALIGNMENT: THE ROLE OF THE POSTSUCCESSION PROCESS (ALEXIEV ALEXANDER, XAVIER CASTAÑER)

Discussant: WEDELL-WEDELLSBORG MADS

RESHAPING THE TOP TEAM: HOW DO OUTSIDE CEO SUCCESSORS CHANGE THE TMT? (NELSON KATRINA, PATRICIA KLARNER, CHRISTIAN HAAS)

Discussant: MA YAO

REPLACING TOP MANAGERS IN THE WORLD'S LARGEST FIRMS: THE CONTEXT SHAPES SUCCESSOR CHARACTERISTIC (WEDELL-WEDELLSBORG MADS, PEDER GREVE)

Discussant: NELSON KATRINA

4.2 **TMT Communication, Resilience and Choices** (Chair: Peiwen Wang – Esther Simpson Seminar Room 2.10)

STRATEGIC LEADERS' COMMUNICATION IN THE CONTEXT OF INNOVATION: COMPREHENSIVE REVIEW AND RESEARCH AGENDA (AYACHE WISZNIOWSKA URSZULA)

Discussant: HONS LILY-ANNE

WHICH COMPETENCES AND CAPABILITIES DO FIRMS DEMAND FROM CANDIDATES WHEN HIRING TOP MANAGERS? (DERFUSS KLAUS, JANINA MATERN)

Discussant: MONNENS ULRIKE

THE IMPACT OF INDIVIDUAL RESILIENCE DIFFERENCES ON TEAM RESILIENCE: THE MEDIATING ROLE OF BEHAVIORAL INTEGRATION (MONNENS ULRIKE, PIETER VANDEKERKHOF)

Discussant: AYACHE WISZNIOWSKA URSZULA

CONVICTED TOP MANAGERS AND FOREIGN DIRECT INVESTMENT CHOICES (HONS LILY-ANNE, BART LETEN, RENÉ BELDERBOS, MARK VANCAUTEREN)

Discussant: DERFUSS KLAUS

12:00 – 13:00 **Lunch** – University House

13:00 – 14:00 **Keynote** – Esther Simpson Lecture Theatre room 1.01

“A hitchhiker's guide to corporate governance'. A behavioral approach to the role of the non- executive director.” by **Jan Stolker** - Director Erasmus Governance Institute and boardroom advisor.

14:00 – 14:15 **Coffee break** - Esther Simpson Coffee Bar

14:15 – 16:15 **Parallel sessions 5**

5.1 **Strategic Leadership, Innovation, and Transformation** (Chair: Peder Greve - Esther Simpson Seminar Room 2.09)

EMBRACING A PARADOX MINDSET TO FOSTER CREATIVITY AND INNOVATION IN STRATEGY DEVELOPMENT: A MULTI-DIMENSIONAL FRAMEWORK FOR TOP MANAGEMENT TEAMS (SENGUPTA ANANYA, PEDER GREVE, MELISSA CARR)

Discussant: FREISINGER ELENA

PAST, PRESENT AND ALSO FUTURE? - HOW PAST AND PRESENT SHAPE THE BUSINESS MODEL FOR THE FUTURE (FREISINGER ELENA, MATTHIAS UNFRIED, MICHAEL ZUERN)

Discussant: WIESMUELLER ANASTASIYA

TURNING SENSE INTO REFLECTION: CHIEF DIGITAL OFFICERS' SOCIAL CONSTRUCTION OF AND COPING WITH DIGITAL TRANSFORMATION IN INCUMBENT FIRMS (LORENZ FELIX, MARJO-RIITA DIEHL, ARNE BUCHWALD)

Discussant: SENGUPTA ANANYA

DIGITAL PLATFORMS, ECOSYSTEMS, AND STRATEGIC LEADERSHIP (WIESMUELLER ANASTASIYA, ANDREAS KOENIG, LORENZ GRAF-VLACHY)

Discussant: LORENZ FELIX

5.2 **Effects of CEO Attributes** (Chair: Tine Buyl – Esther Simpson Seminar Room 2.10)

CEO PERSONALITY AND THE CSR COMMITTEE: THE PERFECT MARRIAGE IN ENHANCING CSR PERFORMANCE? (SMEETS LOTTE, ANN GAEREMYNCK)

Discussant: VILLALBA RÍOS PAULA

BEING FROM ABROAD: CEO FOREIGNNESS AND MNE REGIONAL STRATEGIC FOCUS (TANG CHE, DIMITRIOS GEORGAKAKIS, WINFRIED RUIGROK)

Discussant: SAFSAF NADJET

THE CEO'S NARCISSISM AND CORPORATE IRRESPONSIBILITY PERFORMANCE (VILLALBA RÍOS PAULA, VECINO-GRAVEL, JULIO DARIO)

Discussant: SMEETS LOTTE

CEO FUNCTIONAL BACKGROUND AND THE CHOICE OF DIVESTITURE MODE: THE MODERATING ROLE OF MANAGERIAL DISCRETION (SAFSAF NADJET)

Discussant: TANG CHE

16:15 – 16:30 **Closing words**

On Friday evening, we will organize an informal dinner in Leeds (not included in the workshop package). Details to be announced.

APPENDIX: Guidelines for Authors, Discussants and Chairs

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.