

## **CRAIG CROSSLAND**

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### ***ACADEMIC EMPLOYMENT***

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2016 – Current	Rev. Basil Moreau, C.S.C. Associate Professor of Business Chair of the Management & Organization Department Mendoza College of Business University of Notre Dame, U.S.A.
2013 – 2016	Assistant Professor of Management Mendoza College of Business University of Notre Dame, U.S.A.
2008 – 2013	Assistant Professor of Management McCombs School of Business University of Texas at Austin, U.S.A.

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### ***EDUCATION***

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2008	Ph.D., Business Administration Smeal College of Business Pennsylvania State University, U.S.A.  <i>Dissertation Title:</i> Do Chief Executive Officers matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion  <i>Dissertation Committee:</i> Donald Hambrick (Chair), Timothy Pollock, James Stewart, Wenpin Tsai
2001	Master of Business Administration Michael Smurfit Graduate School of Business University College Dublin, Ireland
1995	Bachelor of Physiotherapy University of Queensland, Australia

## RESEARCH

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### Interests

Strategic leadership; managerial discretion; executive characteristics and experiences; executive succession; social networks; corporate governance

### Summary

My research interests lie in the field of strategic management, with an emphasis on strategic leadership, the study of senior executives and their effects on organizational outcomes. Most of my work examines managerial discretion, the extent to which executives are able to influence their firms' strategic actions and eventual performance outcomes. I am also interested in the topics of executive characteristics, corporate governance, and social networks. My current work in this domain examines how CEOs' personal characteristics and experiences affect the nature of firm-level strategic decisions and behaviors.

### Journal Publications

- Hambrick, D.C., & Crossland, C. 2017. A strategy for behavioral strategy: Appraisal of small, midsize, and large tent conceptions of this embryonic community. *Advances in Strategic Management* special issue on Behavioral Strategy; *conditionally accepted*.
- Quigley, T., Crossland, C., & Campbell, R. 2017. Shareholder perceptions of the changing impact of CEOs: Market reactions to unexpected CEO deaths, 1950-2009. In press at *Strategic Management Journal*, DOI: 10.1002/smj.2504.
- Kilduff, M., Crossland, C., Tsai, W., & Bowers, M.T. 2016. Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers. *Academy of Management Journal*, 59: 352-375.
- Chen, G., Crossland, C., & Huang, S. 2016. Female board representation and corporate acquisition intensity. *Strategic Management Journal*, 37: 303-313.
- Li, M., Lin, Y., Huang, S., & Crossland, C. 2016. The use of sparse inverse covariance estimation for relationship detection and hypothesis generation in strategic management. *Strategic Management Journal*, 37: 86-97. (SMJ Special Issue: Question-based innovations in strategy research methods)
- Chen, G., Crossland, C., & Luo, S. 2015. Making the same mistake all over again: CEO overconfidence and corporate resistance to corrective feedback. *Strategic Management Journal*, 36: 1513-1535.
- Chen, G., & Crossland, C. 2014. Can you believe it? Managerial discretion and financial analysts' responses to management earnings forecasts. In: B. Villalonga (Ed.) *Finance*

*and Strategy (Series: Advances in Strategic Management)*, Volume 31: 103-143.  
Bingley, U.K.: Emerald.

Crossland, C., Zyung, J., Hiller, N.J., & Hambrick, D.C. 2014. CEO career variety: Effects on firm-level strategic and social novelty. *Academy of Management Journal*, 57: 652-674.

Crossland, C., & Chen, G. 2013. Executive accountability around the world: The sources of cross-national variation in firm performance-CEO dismissal sensitivity. *Strategic Organization*, 11: 78-109.

Crossland, C., & Hambrick, D.C. 2011. Differences in managerial discretion across countries: How nation-level institutions affect the degree to which CEOs matter. *Strategic Management Journal*, 32: 797-819.

Kilduff, M., Crossland, C., Tsai, W., & Krackhardt, D. 2008. Organizational network perceptions versus reality: A small world after all? *Organizational Behavior and Human Decision Processes*, 107: 15-28.

Crossland, C., & Hambrick, D.C. 2007. How national systems differ in their constraints on corporate executives: A study of CEO effects in three countries. *Strategic Management Journal*, 28: 767-789.

### **Book Chapters**

Crossland, C., Ketchen, D. J., & Snow, C. C. 2008. Multi-firm collaboration and international competitive dynamics. In: A.Y. Lewin, S.T. Cavusgil, G.T.M. Hult, & D.A. Griffith (Eds.), *Thought Leadership in Advancing International Business Research*: 190-204. New York: Palgrave MacMillan.

Kilduff, M., Crossland, C., & Tsai, W. 2007. Pathways of opportunity in dynamic organizational networks. In: M. Uhl-Bien & R. Marion (Eds.), *Complexity Leadership Part 1: Conceptual Foundations*: 83-99. Charlotte, NC: Information Age Publishing.

### **Conference Proceedings and Awards**

Crossland, C., Chen, G., & Luo, S. 2012. Seeing the error of one's ways: How CEO (over)confidence influences corporate resistance to feedback. *Strategic Management Society annual conference*; Prague, Czech Republic.

- Nominee, Best Paper for Practice Implications Award

Crossland, C. 2009. Why do CEOs matter more in some countries than others? Managerial discretion at the national level. *Academy of Management Best Paper Proceedings*; Chicago, IL.

Crossland, C. 2009. Why do CEOs matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion; *Academy of International Business annual conference*; San Diego, CA.

- Finalist, Richard N. Farmer Dissertation Award

Crossland, C. 2007. National institutions and managerial discretion: A taxonomy of 24 countries. *Academy of Management Best Paper Proceedings*; Philadelphia, PA.

Crossland, C. 2005. How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management Best Paper Proceedings*; Honolulu, HI.

- Finalist, Business Policy and Strategy Best Paper (Glueck) Award
- Nominee, Academy of Management Best International Paper (Dexter) Award

### **Other Published Material**

Kilduff, M., Crossland, C., Tsai, W., & Bowers, M.T. 2016. Why Jose Mourinho's protégé's failed when they became managers. *London School of Economics Business Review*, June 8.

Crossland, C. & Hambrick, D.C. 2008. National-level managerial discretion and competitive strategy. *Strategic Management Society: Competitive Strategy Newsletter*, Volume 1(2): 10.

### **Working Papers**

Chen, G., Crossland, C., & Huang, S. [Title omitted]. Revise and resubmit at *Management Science*.

Bartkus, V.O., Mannor, M.J., & Crossland, C. [Title omitted]. Revise and resubmit at *Academy of Management Journal*.

Quigley, T., Wowak, A., & Crossland, C. [Title omitted]. Revise and resubmit at *Organization Science*.

Chen, G., Crossland, C., & Luo, S. [Title omitted]. Reject and resubmit at *Strategic Management Journal*.

### **Conference Presentations**

Bartkus, V.O., Mannor, M.J., & Crossland, C. 2016. The effects of generalized self-efficacy on the CEO-TMT interface. *Academy of Management annual conference*; Anaheim, CA.

Chen, G., Crossland, C., & Huang, S. 2015. CEO relational identification, mortality salience, and reprioritization following director deaths. *Academy of Management annual conference*; Vancouver, Canada.

- Chen, G., Crossland, C., & Huang, S. 2015. That could have been me: CEO relational identification, mortality salience, and reprioritization following director deaths. ***London Business School Sumantra Ghoshal Conference***; London, U.K.
- Chen, G., Crossland, C., & Huang, S. 2014. That could have been me: The impact of CEO peer deaths on firm-level innovative output. ***Strategic Management Society annual conference***; Madrid, Spain.
- Bartkus, V.O., Mannor, M.J., & Crossland, C. 2014. Exploring the CEO-TMT interface: CEO generalized self-efficacy and strategic decision-making. ***Academy of Management annual conference***; Philadelphia, PA.
- Chen, G., Crossland, C., & Huang, S. 2014. Steady as she goes: Female board representation and corporate mergers and acquisitions activity. ***Strategic Management Society special conference***; Copenhagen, Denmark.
- Chen, G., Crossland, C., & Huang, S. 2013. How does the presence of women on corporate boards influence firm-level M&A activity? ***Strategic Management Society annual conference***; Atlanta, GA.
- Chen, G., Crossland, C., & Huang, S. 2013. Steady as she goes: Female board representation and corporate mergers and acquisitions activity. ***Academy of Management annual conference***; Orlando, FL.
- Crossland, C., Chen, G., & Luo, S. 2012. Seeing the error of one's ways: How CEO (over)confidence influences corporate resistance to feedback. ***Strategic Management Society annual conference***; Prague, Czech Republic.
- Crossland, C., Zyung, J., & Hiller, N.J. 2012. Toward the development of an unobtrusive measure of CEO openness to experience. ***Academy of Management annual conference***; Boston, MA.
- Crossland, C., Kim, K., & Chen, G. 2012. Who gets a second act? Substantive, symbolic, and contextual influences on executives' likelihood of re-employment following dismissal. ***Academy of Management annual conference***; Boston, MA.
- Chen, G., & Crossland, C. 2011. Managerial discretion and financial analysts' responses to management earnings forecasts. ***Strategic Management Society annual conference***; Miami, FL.
- Zyung, J., Crossland, C., & Hiller, N.J. 2011. Why do some CEOs prefer dynamism and change? New evidence of executive openness to experience. ***Academy of Management annual conference***; San Antonio, TX.

- Chen, G., & Crossland, C. 2011. Managerial discretion and market reaction: Security analysts' responses to management earnings guidance. *Academy of Management annual conference*; San Antonio, TX.
- Sims, J., & Crossland, C. 2010. Partners or pariahs? Firm engagement with open innovation communities. *Academy of Management annual conference*; Montreal, Canada.
- Zyung, J., & Crossland, C. 2010. Firm-level implications of fit between individual and environmental sources of CEO discretion. *Academy of Management annual conference*; Montreal, Canada.
- Crossland, C. 2009. Titular figureheads and unconstrained managers: How does the role of the CEO differ cross-nationally? *Strategic Management Society annual conference*; Washington, DC.
- Crossland, C. 2009. Why do CEOs matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion; *Academy of International Business annual conference*; San Diego, CA.
- Crossland, C. 2009. Why do CEOs matter more in some countries than others? Managerial discretion at the national level. *Academy of Management annual conference*; Chicago, IL.
- Crossland, C. 2008. Does national context affect the likelihood of CEO departure following poor firm performance? *Academy of Management annual conference*; Anaheim, CA.
- Crossland, C. 2007. National institutions and managerial discretion: A taxonomy of 24 countries. *Academy of Management annual conference*; Philadelphia, PA.
- Crossland, C., & Snow, C.C. 2006. The influence of national systems on global competitive dynamics: An integrated framework; *Strategic Management Society annual conference*; Vienna, Austria.
- Crossland, C. 2005. How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management annual conference*; Honolulu, HI.
- Kilduff, M., Tsai, W., & Crossland, C. 2005. A small world after all? Network perceptions versus reality; *Academy of Management annual conference*; Honolulu, HI.
- Crossland, C., Kilduff, M., & Tsai, W. 2004. Pathways of opportunity in dynamic organizational networks; *Academy of Management annual conference*; New Orleans, LA.

## Invited Conference Participation

Keynote Speaker; Optimism, overconfidence, and hubris in strategic leadership: One construct or many? 2016. *2<sup>nd</sup> Global Governance and Management Research Workshop*; University of Sydney, Australia.

Panelist; Shattering the glass ceiling: A dialogue addressing solutions to gender bias in the upper echelons. 2016. *Academy of Management annual conference*; Anaheim, CA.

Panelist; The ins-and-outs of the CEO influence: Sources, processes, and extensions (Professional Development Workshop). 2016. *Academy of Management annual conference*; Anaheim, CA.

Panelist; Psychological foundations of management 2.0: Core self-evaluation, hubris, and humility (Professional Development Workshop). 2016. *Academy of Management annual conference*; Anaheim, CA.

Keynote Speaker; Integrating cognition and context in strategic leadership research. 2016. *European Institute for Advanced Studies in Management*; 7<sup>th</sup> Workshop on Top Management Teams and Business Strategy Research; Groningen, Netherlands.

Organizer; Strategic Leadership & Governance paper development workshop. 2015. *Strategic Management Society annual conference*; Denver, CO.

Chair; Big game hunting: Accessing and interacting with senior executives for empirical research. 2015. *Strategic Management Society annual conference*; Denver, CO.

Organizer; Editor panel: Publishing strategic leadership and governance research. 2015. *Strategic Management Society annual conference*; Denver, CO.

Panelist; Psychological foundations of management: Core self-evaluation, hubris, and humility (Professional Development Workshop). 2015. *Academy of Management annual conference*; Vancouver, Canada.

Chair; What happens after the CEO has (been) gone? 2014. *Strategic Management Society annual conference*; Madrid, Spain.

Panelist; Global governance: Bringing external corporate governance into the corporate governance equation. 2014. *Academy of Management annual conference*; Philadelphia, PA.

Chair; Ecosystems and competitive disruption. 2014. *Academy of Management annual conference*; Philadelphia, PA.

Panelist; Measurement in executive research: Obstacles, opportunities, and observations. 2013. *Southern Management Association annual conference*; New Orleans, Louisiana.

Chair; Strategic human capital. 2013. *Academy of Management annual conference*; Orlando, FL.

Organizer; Strategic Leadership Interest Group panel. 2012. *Strategic Management Society annual conference*; Prague, Czech Republic.

Facilitator; CEOs and leadership. 2012. *Strategic Management Society annual conference*; Prague, Czech Republic.

Facilitator; Upper echelons. 2011. *Strategic Management Society annual conference*; Miami, FL.

Chair; Executive and director compensation. 2011. *Academy of Management annual conference*; San Antonio, TX.

Organizer; Managerial discretion across levels of analysis (Caucus). 2010. *Academy of Management annual conference*; Montreal, Canada.

Facilitator; Corporate boards and governance from a group perspective. 2008. *Academy of Management annual conference*; Anaheim, CA.

Chair; Do CEO characteristics matter during succession? 2008. *Academy of Management annual conference*; Anaheim, CA.

### **Invited Presentations**

University of Cincinnati, 2016

University of Michigan, 2014

University of Notre Dame, 2012

Dartmouth College, 2011

University of Cambridge, 2009

University College Dublin, 2009

University of Texas at Austin, 2008

University of Virginia, 2007

Indiana University, 2007

### **Media**

My research has been discussed, and I have been quoted, in a wide range of domestic and international media outlets:

#### United States

*The Advisory Board; Atlanta Journal Constitution; The Atlantic; Austin-American Statesman; Austin Business Journal; Bizwomen; Borderless Consulting; Business News Daily; Business*



*Record; Business Standard; Carrier Management; Chicago Daily Herald; Chinook Observer; CNBC; Crosscut; Daily Astorian; Deloitte Research Briefs; Dow Jones Newswire; Government Executive; Harvard Business Review Newsletters; Inc. Magazine; IndUS Business Journal; Marketwatch; McCombs Today; Mendoza Business; Minnesota Public Radio; Morningstar; National Affairs; NPR Marketplace; Post Online Media; Quartz; Science Daily; The Strategist.Media; strategy+business; The Tab; Texas Enterprise; University of South Carolina Center for Executive Succession; U.S. News and World Report; Wall Street Journal; Washington Post; Women Executive Leadership; and Yareah Magazine.*

### International

*ABC Ciencia (Spain); Affaritaliani (Italy); Australian Institute of Company Directors (Australia); City A.M. (U.K.); Dawn (Pakistan); The Economic Times (India); Financial Mirror (Cyprus); Handelsblatt (Germany); Hindustan Times (India); India Live Today (India); INSEAD Knowledge (France); Leadership & Development Professional (Australia); Maeli Business Newspaper (South Korea); The National (United Arab Emirates); New Kerala (India); The Press (New Zealand); Roklen24 (Czech Republic); Stuff.co.nz (New Zealand); Talouselämä (Finland); Trick or Heart? (Japan); and Yahoo Finance UK (U.K.).*

### Representative Examples

Paquette, D. 2016. “The weird thing that happens when you put more women in the boardroom.” *Washington Post*, May 24.

<https://www.washingtonpost.com/news/wonk/wp/2016/05/24/when-women-rise-to-power-in-companies-a-weird-thing-happens/>

Futerman, M. 2016. “What’s the best way to fill a coaching vacancy?” *Wall Street Journal*, May 4. <http://www.wsj.com/articles/whats-the-best-way-to-fill-a-coaching-vacancy-1462400086>

Staff writers. 2015. “La ciencia estudia las ventajas de los ‘enfuches’ en el trabajo” (Science studies the advantages of ‘friends in high places’ at work). *ABC Ciencia*, September 25. <http://www.abc.es/ciencia/20150925/abci-cientificos-ventajas-enchufe-201509251138.html>

Palmquist, M. 2015. “The value of the CEO variety pack.” *strategy+business*, January 15. <http://www.strategy-business.com/blog/The-Value-of-the-CEO-Variety-Pack?gko=695ec>

Safo, N. 2014. “How important is a CEO to a company’s success? It depends.” *NPR Marketplace*, November 11. <http://www.marketplace.org/2014/11/11/business/how-important-ceo-companys-success-it-depends>

Dowideit, M. 2013. “Wie viele Milliarden darf ein Chef verbrennen?” (How many millions must a boss burn?). *Handelsblatt*, August 29. <http://www.handelsblatt.com/unternehmen/management/management-trifft-ein-rausschmiss-den-richtigen/8704086-3.html>

- Heidrick, R. 2011. "Succession planning: The X's and O's of leadership change." *Texas Enterprise*, September 30.  
<http://www.texasenterprise.utexas.edu/2011/09/30/leadership/succession-planning-xs-and-os-leadership-change>
- Gaar, B. 2010. "At Whole Foods, team management goes all the way to the top." *Austin-American Statesman*, September 26.  
<http://www.statesman.com/news/business/employment/at-whole-foods-team-management-goes-all-the-way-to/nRyBq/>
- Grose, T.K. 2009. "In a global economy, American CEOs are a different breed." *U.S. News & World Report*, November 17. <http://www.usnews.com/news/best-leaders/articles/2009/11/17/in-a-global-economy-american-ceos-are-a-different-breed>

### **Interesting Irrelevancy**

My Erdős number is 3 (Erdős → Harary → Krackhardt → Crossland).

### ***TEACHING***

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#### **University of Notre Dame**

*Master of Science in Management*: Strategic Decision Making

*Undergraduate*: Strategic Management

#### **University of Texas at Austin**

*Full-time MBA*: Strategic Management

*Undergraduate Honors*: General Management and Strategy

*Undergraduate*: General Management and Strategy

#### **Pennsylvania State University**

*Undergraduate*: Strategic Management

### ***SERVICE***

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#### **Doctoral Dissertations Directed (all University of Texas at Austin)**

*Co-Chair, Ph.D. Dissertation Committee*

Jonathan Sims; Graduated 2013  
- Assistant Professor of Strategy, Babson College

*Member, Ph.D. Dissertation Committee*

Ye Dai; Graduated 2012  
- Assistant Professor of Management, Southern Illinois University

Bruce Rudy; Graduated 2011  
- Assistant Professor of Management, University of Texas at San Antonio

*Outside Member, Ph.D. Dissertation Committee*

Seunghwan Jeong; Graduation 2018 (expected)  
- Ph.D. Candidate; Management Department, University of Texas at Austin

## **Reviewing**

Editorial review board member:

*Academy of Management Review*; 2010-present

- Editorial Board Outstanding Reviewer Award, 2015, 2016
- Developmental Reviewer of the Year Award, 2016
- Video interview with AMR: <http://aom.org/Multi-Media/Academy-of-Management-Review/Developmental-Reviewer-Award-Winner-Craig-Crossland-Shares-His--Thanks--Approach.aspx>

*Academy of Management Journal*; 2013-present

*Strategic Management Journal*; 2013-present

Ad hoc reviews:

*Administrative Science Quarterly; Global Strategy Journal; Journal of International Business Studies; Journal of Management; Journal of Management Studies; Management Science; Managerial and Decision Economics; Organization Science; Organization Science Dissertation Proposal Competition; Organizational Behavior and Human Decision Processes; Research Foundation Flanders; Strategic Entrepreneurship Journal; Strategic Organization*

Conference reviews:

Academy of Management annual conference; 2004-present

Strategic Management Society annual and special conferences; 2009-present

- Best Reviewer Award, Behavioral Strategy Interest Group, 2015

## **Professional Activities**

Affiliations

University of Groningen, The Netherlands

Visiting Scholar; Faculty of Economics & Business; 2017-present

University of Sydney, Australia  
International Affiliate, Global Governance and Management Research Group;  
2015-present

Memberships

Academy of Management  
Strategic Management Society

Elected and Appointed Roles

Academy of Management  
Research Methods Division  
Treasurer and Executive Committee Member; 2012-2015  
RMD Consortium Macro Track Chair; 2016  
RMD Consortium Chair; 2017  
Business Policy & Strategy Division  
Co-organizer; Junior Faculty Paper Development Workshop; 2017-2018

Strategic Management Society  
Strategic Leadership & Governance Interest Group  
Representative at large; 2013, 2014  
Associate Program Chair; 2015  
Program Chair; 2016  
Interest Group Chair; 2017

***NON-ACADEMIC EMPLOYMENT***

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2001-2003: Group Product Development Manager; BMR Neurotech; Galway, Ireland.

- Responsible for management of the division's new product development process and management of primary and secondary clinical research.

1995-2000: Physiotherapist (Physical Therapist); Multiple organizations; Australia and Ireland

- Responsible for physiotherapeutic assessment and treatment of a wide range of orthopedic, neurological, and sports medicine conditions.

***REFEREES***

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Academic references available upon request