

CRAIG CROSSLAND

University of Notre Dame
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ACADEMIC EMPLOYMENT

- 2013 – Current 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.

EDUCATION

- 2008 Ph.D., Business Administration
Smeal College of Business
Pennsylvania State University, U.S.A.
- Dissertation Title:* Do Chief Executive Officers matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion
- Dissertation Committee:* 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

Interests

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

Summary

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

Publications

Kilduff, M., Crossland, C., Tsai, W., & Bowers, M. 2016. Magnification and correction of the acolyte effect: Initial benefits and ex post settling up in NFL coaching careers. *Academy of Management Journal*, conditionally accepted.

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*, accepted.

Chen, G., Crossland, C., & Huang, S. 2015. Female board representation and corporate acquisition intensity. *Strategic Management Journal*, in press.

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*, in press.

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 (Book 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., 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.
- 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.
- Kilduff, M., Crossland, C., & Tsai, W. 2007. Pathways of opportunity in dynamic organizational networks. In: M. Uhl-Bien & R. Marion (Eds.), *Complexity Leadership Part I: 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 annual conference*; Chicago, IL.
- Academy of Management Best Paper Proceedings
- 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 annual conference*; Philadelphia, PA.
- Academy of Management Best Paper Proceedings
- Crossland, C. 2005. How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management annual conference*; Honolulu, HI.
- Finalist, Business Policy and Strategy Division Best Paper (Glueck) Award
 - Nominee, Best International Paper (Dexter) Award
 - Academy of Management Best Paper Proceedings

Conference Presentations

- Chen, G., Crossland, C., & Huang, S. 2015. CEO relational identification, mortality salience, and reprioritization following director deaths. To be presented at the *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. To be presented at the *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., Mannor, M., & 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., 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. 2008. Does national context affect the likelihood of CEO departure following poor firm performance? *Academy of Management annual conference*; Anaheim, CA.

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.

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.

Other Conference Participation

Panelist: Psychological foundations of management: Core self-evaluation, hubris, and humility. 2015. Scheduled for the *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 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 work has been reported in a number of domestic and international media outlets, including: *Austin-American Statesman*, *Handelsblatt*, *National Affairs*, *NPR Marketplace*, *strategy+business*, *Texas Enterprise*, and *U.S. News and World Report*.

Interesting Irrelevancy

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

TEACHING

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

Doctoral Committee Participation (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

Reviewing

Editorial review board member:

Academy of Management Review; 2010-present

Academy of Management Journal; 2013-present

Strategic Management Journal; 2013-present

Ad hoc reviewer (previous three years):
Administrative Science Quarterly
Global Strategy Journal
Journal of International Business Studies
Journal of Management Studies
Organization Science
Strategic Entrepreneurship Journal
Strategic Organization

Conference reviewer:
Academy of Management annual conference; 2004-present
Strategic Management Society annual conference; 2009-present

Friendly (pre-submission) reviews:
I have been thanked in the author's note on over 20 published articles for providing friendly reviews, including at *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Science*, and *Strategic Management Journal*.

Professional Activities

Academy of Management
Research Methods Division
Treasurer and Executive Committee Member, 2012-present

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

University and Departmental

University of Texas
McCombs research database committee; 2011-2013
Co-chair, Management department speaker series; 2010-2013
Graduate student committee; 2009-2013
Ph.D. student recruitment committee; 2009-2013

Pennsylvania State University
Academic Advisor, Penn State rugby football club; 2005-2008
Management Department Ph.D. seminar evaluation committee; 2007

AWARDS AND HONORS

Nominee, SMS Best Paper for Practice Implications Award; 2012

3M Nontenured Faculty Grant; 2008-2009, 2009-2010, 2010-2011

McCombs Research Excellence Grant, University of Texas at Austin; 2011

Finalist, Farmer Dissertation award, Academy of International Business; 2009

Wilson Graduate Scholarship, Pennsylvania State University; 2005-2006

Finalist, Academy of Management, BPS Division Glueck Award (Best Paper); 2005

Nominee, Academy of Management Dexter Award (Best International Paper); 2005

Beels Scholarship, Pennsylvania State University; 2003-2006

Dean's Award for Academic Excellence, University College Dublin; 2001

NON-ACADEMIC EMPLOYMENT

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

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

1995-1999: 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

Academic references available upon request

May, 2015