

## **CRAIG CROSSLAND**

University of Notre Dame  
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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.

### **External Affiliations**

- 2017-current      Visiting Scholar  
Faculty of Economics & Business  
University of Groningen, Netherlands
- 2015-current      International Affiliate  
Global Governance and Management Research Group  
University of Sydney, Australia

### ***EDUCATION***

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- 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***

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### **Interests**

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

### **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.

### **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. *Strategic Management Journal*, 38: 939-949.

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.

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

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.

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.

### 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.

- 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.

- 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.

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

### **Other Material**

Kilduff, M., Crossland, C., Tsai, W., & Bowers, M.T. 2016. Why Jose Mourinho's protégés 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**

Bartkus, V.O., Mannor, M.J., Campbell, J.T., & Crossland, C. [Title omitted]. Under second round review at *Academy of Management Journal*.

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

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.

### **Other Conference Participation**

Organizer; Glass ceilings, walls, and cliffs: Gender biases in academia and in practice. 2017. Scheduled for the *Academy of Management annual conference*.

Panelist; Managerial biases: Advancing the research agenda for CEO overconfidence and firm outcomes. 2017. Scheduled for the *Academy of Management annual conference*.

Panelist; Corporate governance and the effectiveness of boards. 2017. Scheduled for the *University of Groningen Summer School*; Groningen, Netherlands.

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 coverage**

### 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; Corporate Vision; Crosscut; Daily Astorian; Deloitte Research Briefs; Dow Jones Newswire; E2W; Entity Magazine; Government Executive; Harvard Business Review Newsletters; Inc. Magazine; IndUS Business Journal; Marketwatch; McCombs Today; Mendoza Business Magazine; Minnesota Public Radio; Morningstar; National Affairs; NPR Marketplace; Omaha World-Herald; Post Online Media; PsyPost; Quartz; Science Daily; The Strategist.Media; strategy+business; Sun Sentinel; 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); AnlegerPlus (Germany); América Económica (Chile); Australian Institute of Company Directors (Australia); Business Grapevine (U.K.); City A.M. (U.K.); Dawn (Pakistan); The Economic Times (India); Financial Mirror (Cyprus); Forskning.no (Norway); Handelsblatt (Germany); Hindustan Times (India); India Live Today (India); The Indian Economist (India); INSEAD Knowledge (France); Learning & 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); Taloussanommat (Finland); Trick or Heart? (Japan); and Yahoo Finance U.K. (U.K.).*

### Representative Examples

Cromwell, C. 2017. "Lack of women in the boardroom is borderline horrifying." *Entity Magazine*, February 28. <https://www.entitymag.com/lack-women-boardroom-borderline-horrifying/>

Hardy, M. 2017. "Cautious mergers." *Mendoza Business Magazine*, January 10. <https://bizmagazine.nd.edu/issues/2016/fall-2016/cautious-mergers/>

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/>

- Futterman, 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

### **Editing and Reviewing**

Associate editor:

*Strategic Management Journal*; 2017-present

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*; 2013-2017

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; 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**

### 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**

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