

CRAIG CROSSLAND

Sr. Associate Dean for Academic Programs
Professor of Management & Organization
Mendoza College of Business
University of Notre Dame

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Research tracking: [Google Scholar](#); [ResearcherID](#); [ORCID](#)

EDUCATION

2008 Ph.D., Business Administration
 Smeal College of Business
 Pennsylvania State University, U.S.A.

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

ACADEMIC APPOINTMENTS

University of Notre Dame

2020 – Current* Professor of Management & Organization

2016 – 2020 Associate Professor of Management & Organization

2013 – 2016 Assistant Professor of Management

University of Texas at Austin

2008 – 2013 Assistant Professor of Management

*Includes a leave of absence in 2021/2022

ADMINISTRATIVE APPOINTMENTS

University of Notre Dame

- 2022 – Current Sr. Associate Dean for Academic Programs
Mendoza College of Business
- 2016 – 2021 Rev. Basil Moreau, C.S.C. Department Chair
Management & Organization Dept.

SELECTED PROFESSIONAL & INSTITUTIONAL ROLES

- 2022 – 2025 Treasurer, Director, and Officer
Strategic Management Society
- 2019 – 2020 Member, Research Committee
Strategic Management Division, Academy of Management
- 2018 – 2020 Provost’s Fellow
University of Notre Dame
- 2019 Program Chair, Las Vegas Special Conference
Strategic Management Society
- 2017 – 2019 Associate Editor
Strategic Management Journal
- 2015 – 2017 Interest Group Chair, Program Chair, Associate Program Chair
Strategic Leadership & Governance IG, Strategic Management Society
- 2013 – 2015 Treasurer and Executive Committee Member
Research Methods Division, Academy of Management

RESEARCH

Interests

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

Publications

- Campbell, J.T., Bilgili, H., Crossland, C., & Ajay, B. 2022. The background on executive background: An integrative review. *Journal of Management*, forthcoming.
- Crossland, C., Campbell, J.T., & Hill, A.D. 2022. Strategic leadership. In: Z. Simsek, C. Heavey, & B. Fox (Eds.) *The Handbook of Research on Strategic Leadership in the Fourth Industrial Revolution*. Edward Elgar, forthcoming
- Crossland, C. 2022. Letter to a newly-invited department chair. *Journal of Management Inquiry*, forthcoming.
- Chen, G., Crossland, C., & Huang, S. 2020. That could have been me: Director deaths, CEO mortality salience, and corporate prosocial behavior. *Management Science*, 66: 3142-3161.
- Quigley, T., Wowak, A., & Crossland, C. 2020. Board predictive accuracy in executive selection decisions: How do initial board perceptions of CEO quality correspond with subsequent CEO career performance? *Organization Science*, 31: 720-741.
- Hambrick, D.C., & Crossland, C. 2018. A strategy for behavioral strategy: Appraisal of small, midsize, and large tent conceptions of this embryonic community. In: M. Augier, C. Fang, & V. Rindova (Eds.) *Advances in Strategic Management, Volume 39 (Behavioral Strategy in Perspective)*: 22-39. Bingley, U.K.: Emerald.
- Wowak, A.J., Mannor, M.J., & Crossland, C. 2018. Do CEOs receive the pay they deserve? A new vantage on a familiar question. *Management Research: Journal of the Iberoamerican Academy of Management*, 16: 47-56.
- 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.
- Chen, G., Crossland, C., & Huang, S. 2016. Female board representation and corporate acquisition intensity. *Strategic Management Journal*, 37: 303-313.
- 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.
- 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.
- 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.
- Chen, G., & Crossland, C. 2014. Can you believe it? Managerial discretion and financial analysts' responses to management earnings forecasts. In: B. Villalonga (Ed.) *Advances in Strategic Management, Volume 31 (Finance and Strategy)*: 103-143. Bingley, U.K.: Emerald.
- 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.
- Crossland, C. 2008. Do Chief Executive Officers matter more in some countries than others? The antecedents and consequences of cross-national differences in managerial discretion. *Ph.D. Dissertation, Pennsylvania State University*.
- 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 1: Conceptual Foundations (Series: Leadership Horizons)*: 83-99. Charlotte, NC: Information Age Publishing.

Refereed Conference Proceedings

- Bartkus, V.O., Mannor, M.J., Campbell, J.T., & Crossland, C. 2018. Fast and rigorous: Configurational determinants of strategic decision-making balance. *Academy of Management Best Paper Proceedings*; Chicago, IL.
- 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. 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.

Non-refereed Publications

- Crossland, C. 2017. Here's the one glaring problem with the Amazon-Whole Foods deal. *CNBC*, June 16. [link](#)
- 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. [link](#)

Selected Conference and Workshop Activity

2022

- (Panelist) STR Division doctoral consortium. *Academy of Management annual conference*; Seattle, WA.
- (Guest lecturer) Corporate governance and the effectiveness of boards. *University of Groningen summer school*; Groningen, Netherlands.
- (Discussant) Strategic leadership and corporate governance workshop. *ESADE Center for Corporate Governance*; Barcelona, Spain

2021

- (Chair) Examining the effect of CEO attributes on actions and performance. *Strategic Management Society annual conference*; Virtual
- (Panelist) STR Division mid-career consortium. *Academy of Management annual conference*; Virtual.
- (Panelist) Scholarly conversation on macro research and professional development. *Southern Management Association annual conference*; New Orleans, LA.

2019

- (Facilitator) AMR: Writing theoretical papers – A workshop from the editors. *Academy of Management annual conference*; Boston, MA.
- (Panelist) Clearing methodological hurdles in the publication process: Ask the editors. *AOM Research Methods Division-CARMA Consortium*; Online delivery.
- (Moderator) Conference welcome and keynote speaker introduction. *Strategic Management Society special conference*; Las Vegas, NV.

2018

- (Panelist) Micro & macro methods in strategic leadership & governance research. *Strategic Management Society annual conference*; Paris, France.
- (Author) Pathways to the top: A configurational understanding of female underrepresentation in the upper echelons. *European Group for Organizational Studies annual colloquium*; Tallinn, Estonia.
- (Panelist) Optimizing the link between corporate governance research and practice. *European Academy of Management annual conference*; Reykjavik, Iceland.

2017

- (Panelist) Editors panel – Strategic Leadership & Governance IG. *Strategic Management Society annual conference*; Houston, TX.
- (Panelist) Comparative analysis of corporate governance systems. *Strategic Management Society annual conference extension* (Texas A&M University); Houston, TX.
- (Organizer) Glass ceilings, walls, and cliffs: Gender biases in academia and in practice. *Academy of Management annual conference*; Atlanta, GA.

2016

- (Keynote Speaker) Optimism, overconfidence, and hubris in strategic leadership: One construct or many? *2nd Global Governance and Management Research Workshop*; University of Sydney, Australia.
- (Panelist) Psychological foundations of management 2.0: Core self-evaluation, hubris, and humility (Professional Development Workshop). *Academy of Management annual conference*; Anaheim, CA.
- (Keynote Speaker) Integrating cognition and context in strategic leadership research. *European Institute for Advanced Studies in Management*; 7th Workshop on Top Management Teams and Business Strategy Research; Groningen, Netherlands.

2015

- (Organizer) Strategic Leadership & Governance paper development workshop. *Strategic Management Society annual conference*; Denver, CO.
- (Chair) Big game hunting: Accessing and interacting with senior executives for empirical research. *Strategic Management Society annual conference*; Denver, CO.
- (Author) That could have been me: CEO relational identification, mortality salience, and reprioritization following director deaths. *London Business School Sumantra Ghoshal Conference*; London, U.K.

2014

- (Chair) What happens after the CEO has (been) gone? *Strategic Management Society annual conference*; Madrid, Spain.
- (Panelist) Global governance: Bringing external corporate governance into the corporate governance equation. *Academy of Management annual conference*; Philadelphia, PA.
- (Author) Steady as she goes: Female board representation and corporate mergers and acquisitions activity. *Strategic Management Society special conference*; Copenhagen, Denmark.

2013

- (Panelist) Measurement in executive research: Obstacles, opportunities, and observations. *Southern Management Association annual conference*; New Orleans, Louisiana.
- (Author) How does the presence of women on corporate boards influence firm-level M&A activity? *Strategic Management Society annual conference*; Atlanta, GA.
- (Chair) Strategic human capital. *Academy of Management annual conference*; Orlando, FL.

2012

- (Author) Seeing the error of one's ways: How CEO (over)confidence influences corporate resistance to feedback. *Strategic Management Society annual conference*; Prague, Czech Republic.
- (Organizer) Strategic Leadership Interest Group panel. *Strategic Management Society annual conference*; Prague, Czech Republic.
- (Facilitator) CEOs and leadership. *Strategic Management Society annual conference*; Prague, Czech Republic.

2011

- (Author) Managerial discretion and financial analysts' responses to management earnings forecasts. *Strategic Management Society annual conference*; Miami, FL.
- (Facilitator) Upper echelons. *Strategic Management Society annual conference*; Miami, FL.
- (Chair) Executive and director compensation. *Academy of Management annual conference*; San Antonio, TX.

2010

- (Author) Partners or pariahs? Firm engagement with open innovation communities. *Academy of Management annual conference*; Montreal, Canada.
- (Author) Firm-level implications of fit between individual and environmental sources of CEO discretion. *Academy of Management annual conference*; Montreal, Canada.
- (Organizer) Managerial discretion across levels of analysis (Caucus). *Academy of Management annual conference*; Montreal, Canada.

2009

- (Author) Titular figureheads and unconstrained managers: How does the role of the CEO differ cross-nationally? *Strategic Management Society annual conference*; Washington, DC.
- (Author) 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.
- (Author) Why do CEOs matter more in some countries than others? Managerial discretion at the national level. *Academy of Management annual conference*; Chicago, IL.

2008

- (Author) Does national context affect the likelihood of CEO departure following poor firm performance? *Academy of Management annual conference*; Anaheim, CA.
- (Facilitator) Corporate boards and governance from a group perspective. *Academy of Management annual conference*; Anaheim, CA.
- (Chair) Do CEO characteristics matter during succession? *Academy of Management annual conference*; Anaheim, CA.

2007

- (Author) National institutions and managerial discretion: A taxonomy of 24 countries. *Academy of Management annual conference*; Philadelphia, PA.

2006

- (Author) The influence of national systems on global competitive dynamics: An integrated framework; *Strategic Management Society annual conference*; Vienna, Austria.

2005

- (Author) How national systems influence executive discretion: A study of CEO effects in three countries. *Academy of Management annual conference*; Honolulu, HI.
- (Author) A small world after all? Network perceptions versus reality; *Academy of Management annual conference*; Honolulu, HI.

2004

- (Author) Pathways of opportunity in dynamic organizational networks; *Academy of Management annual conference*; New Orleans, LA.

External Research Affiliations

2022 Visiting Academic
Finance & Strategy Disciplines, School of Business
University of Queensland, Australia

2017 – 2020 Visiting Scholar
Faculty of Economics & Business
University of Groningen, Netherlands

2015 – 2018 International Affiliate
Global Governance and Management Research Group
University of Sydney, Australia

Invited Presentations

Boston College, Dartmouth College, Indiana University, University College Dublin, University of Cambridge, University of Cincinnati, University of Groningen, University of Michigan, University of Notre Dame, University of Texas at Austin, University of Virginia

Research Influence

Citations (Google Scholar)

-Total cites: 2500+
-Most-cited article (*Crossland & Hambrick, 2007*): 600+
-H-index: 13
-i10-index: 14

U.S. Media Coverage

Arizona Daily Independent; Atlanta Journal Constitution; The Atlantic; Austin-American Statesman; Austin Business Journal; Barron's; Business News Daily; Business Record; Business Standard; Charleston Gazette Mail; Chicago Daily Herald; Chinook Observer; CNBC; The Conversation; Crosscut; Daily Astorian; Dow Jones Newswire; Entity Magazine; Greater Diversity News; Harvard Business Review Daily Stat; Inc. Magazine; IndUS Business Journal; Marketwatch; Minnesota Public Radio; MoneyWeek; Morningstar; National Affairs; NPR Marketplace; Omaha World-Herald; Post Online Media; PsyPost; Quartz; RealClearMarkets; Science Daily; The Strategist.Media; strategy+business; Sun Sentinel; The Tab; U.S. News and World Report; Wall Street Journal; Washington Post; Yareah Magazine.

International Media Coverage

ABC Ciencia (Spain); Affaritaliani (Italy); AnlegerPlus (Germany); América Economica (Chile); Business Grapevine (U.K.); Business Insider Australia (Australia); City A.M. (U.K.); Daily World (India); 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); 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); Taloussanomat (Finland); Trick or Heart? (Japan); Yahoo Finance U.K. (U.K.).

Academic, Consulting, and Industry Outlets

The Advisory Board; American Institute of Health Care Professionals; Australian Institute of Company Directors; Bizwomen; Borderless Consulting; Carrier Management; Corporate

Vision; The CSR Journal; Deloitte Research Briefs; Desjardins Wealth Management; E2W; Envision Business Consulting; Executive Grapevine; Government Executive; Hampton O'Bannon Partners; HR Asia; HR News; Human Resources; Innovative Connections; INSEAD Knowledge; Investopedia; Learning & Development Professional; LinkedIn Talent Solutions; The Lion's Pride; Marshall-James; McCombs Today; Mendoza Business Magazine; Notre Dame Magazine; Practical Ecommerce; Science 2.0; Skyline University College; Softpact; Texas Enterprise; University of South Carolina Center for Executive Succession; Women Executive Leadership; Women in Academia Report.

Media Examples

[ABC Ciencia](#)

[Barron's](#)

[CNBC](#)

[Faculti.net](#)

[Handelsblatt](#)

[Inc](#)

[Investopedia](#)

[MoneyWeek](#)

[Notre Dame Magazine](#)

[NPR Marketplace](#)

[strategy+business](#)

[Quartz](#)

[US News & World Report](#)

[Wall Street Journal](#)

[Washington Post](#)

Research Grants

- McCombs Research Excellence Grant, University of Texas at Austin
- 3M Nontenured Faculty Grant, University of Texas at Austin
- Smeal Dissertation Research Grant; Pennsylvania State University

Interesting Irrelevancy

My Erdős number is 3: Erdős → Harary → Krackhardt → Crossland.
(My Erdős-Bacon-Sabbath number is 11, but that's a longer story)

TEACHING

University of Notre Dame

Executive MBA: Strategic Thinking (Independent study)

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

Dissertation Advising

Co-Chair, Ph.D. Dissertation Committee

Jonathan Sims; Graduated 2013, University of Texas at Austin
- Associate Professor of Strategic Management, Babson College

Member, Ph.D. Dissertation Committee

Ye Dai; Graduated 2012, University of Texas at Austin
- Associate Professor of Management, Southern Illinois University

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

Outside Member, Ph.D. Dissertation Committee

Seunghwan Jeong; Graduated 2018, University of Texas at Austin
- Assistant Professor of Management, University of Georgia

Bina Ajay; Graduated, 2022; University of Cincinnati
- Assistant Professor of Management, Sam Houston State University

SERVICE

Editing & Reviewing

Associate editor:

Strategic Management Journal; 2017, 2018, 2019

Editorial review board member:

Academy of Management Review; 2010-present

- Developmental Reviewer of the Year Award, 2016 ([interview](#))
- Editorial Board Outstanding Reviewer Award, 2015, 2016, 2018, 2019

Strategic Management Journal; 2013-2016; 2020-present

Academy of Management Journal; 2013-2020

- Editorial Board Outstanding Reviewer Award, 2017

Journal of Management; 2017-2020

- Editorial Board Outstanding Reviewer Award, 2019

Ad hoc reviews:

Administrative Science Quarterly; Global Strategy Journal; Journal of International Business Studies; Journal of Management; Journal of Management Studies; Leadership Quarterly; Management Science; Managerial and Decision Economics; Organization Science; Organization Science Dissertation Proposal Competition; Organizational Behavior and Human Decision Processes; Oxford Bibliographies in Management; Research Foundation Flanders (FWO); Strategic Entrepreneurship Journal; Strategic Organization; Swiss National Science Foundation

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, 2017

Award reviews:

Academy of Management

- William H. Newman award; BPS/STR Division best paper and best dissertation awards; RM Division best paper, best student paper, career, and early career awards

Strategic Management Society

- SMS best paper and best student paper awards; SLG interest group best paper, best student paper, and best reviewer awards

Professional Society Activities

Memberships

Academy of Management

European Academy of Management

INFORMS

Strategic Management Society

Elected and Invited Roles

Academy of Management

Strategic Management Division (Formerly Business Policy & Strategy)

Panelist, Doctoral Consortium; 2022

Panelist, Mid-Career Consortium; 2021

Member, Research Committee; 2019, 2020

Co-chair, Junior Faculty Paper Development Workshop; 2017, 2018

Research Methods Division

Consortium Chair; 2017

Consortium Macro Track Chair; 2016

Treasurer and Executive Committee Member; 2013, 2014, 2015

Strategic Management Society

General

Treasurer and Director; 2022-2025

-Board committees: DEI; Executive; Finance (chair); Research

Program Chair, SMS Las Vegas Special Conference; 2019

Strategic Leadership & Governance Interest Group

IG Chair; 2017

Program Chair; 2016

Associate Program Chair; 2015

Representative at large; 2013, 2014

Behavioral Strategy Interest Group

Representative at large; 2019, 2020

Selected Service Roles

Department

- External Review Committee; 2022-current
- Chair, M&O Department; 2016-2021
- Ex Officio Chair, Committee on Reappointment, Promotion, & Tenure; 2016-2021
- Recruiting Committee; 2016-2021
- Author, M&O Department weekly newsletter; 2016-2021
- Graduate Studies Committee; 2009-2013
- Co-chair, Speaker Series; 2010-2013

College

- Dean's Cabinet; 2022-current
- Mendoza Emergency Response Committee; 2019-2021
- College Council, Mendoza College of Business; 2016-2021; 2022-current
- Dean Search Committee; 2018/19
- M.Sc.Mgt. Curriculum Committee; 2018-2020
- Research Database Committee; 2011-2013

University

- Provost's Fellow; 2018/19, 2019/20
- Reappointment, Promotion, & Tenure (RPT) Guide Revision; 2019/20
- Co-creator, ND Boost program; 2018/19
- Executive Vice President Search Committee; 2018/19
- Assistant Provost (Advising) Search Committee; 2018/19
- ND Lead; 2017/18
- Academic Advisor, Penn State Rugby Football Club; 2005-2008

External

- Outside reviewer, University of Richmond Management Dept.; 2021/2022
- Finance Council member, Sacred Heart Parish; 2016-2020
- External reviewer for promotion and tenure cases:
Arizona State University; Auburn University; Bentley University; Marquette University; Peking University HSBC Business School; Rice University; Stevens Institute of Technology; Texas A&M University; Texas Christian University; University of Florida; University of Hong Kong; University of South Carolina

NON-ACADEMIC POSITIONS

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 musculoskeletal, orthopedic, and neurological conditions.

REFEREES

References available upon request