

ADAM J. WOWAK

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Management & Organization Department
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ACADEMIC EMPLOYMENT

2011-present University of Notre Dame
Mendoza College of Business
Associate Professor of Management (2018-present)
Assistant Professor & Donnelly Fellow of Management (2017-2018)
Assistant Professor of Management (2011-2017)

EDUCATION

2006-2011 Ph.D., Business Administration
Pennsylvania State University
Smeal College of Business
Concentration: Strategic Management

*Dissertation Committee: Donald Hambrick (Chair), Vilmos Misangyi,
Timothy Pollock, William Ross, Jr.*

1996-2000 B.S., Finance
Pennsylvania State University
Smeal College of Business

RESEARCH

Summary

My research focuses on strategic leadership and corporate governance, with an emphasis on top executives and their effects on organizational outcomes. Much of my work is aimed at understanding the antecedents and consequences of executive compensation, while a related stream of research examines how the individual characteristics of corporate leaders manifest in what organizations do and how they do it. Broadly speaking, my research explores the human element in firm strategy and governance.

Refereed Journal Publications

- Quigley, T. J., Wowak, A. J., & Crossland, C. Forthcoming. Board predictive accuracy in executive selection decisions: How do initial board perceptions of CEO quality correspond with subsequent CEO career performance? *Organization Science*.
- Hambrick, D. C., & Wowak, A. J. Forthcoming. CEO sociopolitical activism: A stakeholder alignment model. *Academy of Management Review*.
- Wowak, A. J., Gomez-Mejia, L. R., & Steinbach, A. L. 2017. Inducements and motives at the top: A holistic perspective on the drivers of executive behavior. *Academy of Management Annals*, 11: 669-702.
- Gupta, A., & Wowak, A. J. (Equal contribution.) 2017. The elephant (or donkey) in the boardroom: How board political ideology affects CEO pay. *Administrative Science Quarterly*, 62: 1-30.
- Mannor, M. J., Wowak, A. J., Bartkus, V. O., & Gomez-Mejia, L. R. 2016. Heavy lies the crown? How job anxiety affects top executive decision making in gain and loss contexts. *Strategic Management Journal*, 37: 1968-1989.
- Wowak, A. J., Mannor, M. J., Arrfelt, M., & McNamara, G. 2016. Earthquake or glacier? How CEO charisma manifests in firm strategy over time. *Strategic Management Journal*, 37: 586-603.
- Wowak, A. J., Mannor, M. J., & Wowak, K. D. 2015. Throwing caution to the wind: The effect of CEO stock option pay on the incidence of product safety problems. *Strategic Management Journal*, 36: 1082-1092.
- Wowak, A. J., Hambrick, D. C., & Henderson, A. D. 2011. Do CEOs encounter within-tenure settling up? A multiperiod perspective on executive pay and dismissal. *Academy of Management Journal*, 54: 719-739.
- Wowak, A. J., & Hambrick, D. C. 2010. A model of person-pay interaction: How executives vary in their responses to compensation arrangements. *Strategic Management Journal*, 31: 803-821.

Refereed Conference Proceedings

- Gupta, A., & Wowak, A. J. 2016. The elephant (or donkey) in the boardroom: How board political ideology affects CEO pay. *Academy of Management Best Paper Proceedings*.
- Mannor, M. J., Arrfelt, M., & Wowak, A. J. 2012. Arrogant but not ignorant? How CEOs manage their own hubris with conservative coping mechanisms. *Academy of Management Best Paper Proceedings*.

Book Chapters

Hambrick, D. C., & Wowak, A. J. 2012. Whom do we want as our business leaders? How changes in the corporate milieu have brought about a new breed of CEOs. In J. E. Ricart & J. M. Rosanas (Eds.), *Towards a New Theory of the Firm*: 29-60. Bilbao, Spain: Fundación BBVA.

Fund, B. R., Pollock, T. G., Baker, T., & Wowak, A. J. 2008. Who's the new kid? The process of developing centrality in venture capitalist deal networks. In J. A. C. Baum & T. J. Rowley (Eds.), *Advances in Strategic Management*, Vol. 25: 563-593. Bingley, UK: Emerald Group Publishing Limited.

Other Material

Wowak, A. J., Mannor, M. J., & Crossland, C. 2018. Do CEOs receive the pay they deserve? A new vantage on a familiar question. (Invited commentary.) *Management Research: Journal of the Iberoamerican Academy of Management*, 16: 47-56.

Mannor, M. J., Wowak, A. J., Bartkus, V. O., & Gomez-Mejia, L. R. 2016. How anxiety affects CEO decision making. *Harvard Business Review (HBR.org)*, <https://hbr.org/2016/07/how-anxiety-affects-ceo-decision-making>.

Working Papers

Gupta, A., Wowak, A. J., & Boeker, W. Corporate directors as heterogeneous network pipes: How director political ideology affects the interorganizational diffusion of governance practices. Under review at *Strategic Management Journal*.

Nair, K., Gupta, A., & Wowak, A. J. Man up: The influence of board political ideology on the selection of masculine male CEOs.

Martin, G. P., & Wowak, A. J. Social exchange and agent opportunism: How norms of reciprocity affect CEO risk taking in response to stock options.

Conference Presentations

Nair, K., Gupta, A., & Wowak, A. J. 2018. Man up: The influence of board political ideology on the selection of masculine male CEOs. Strategic Management Society Annual Conference; Paris, France.

Nair, K., Gupta, A., & Wowak, A. J. 2018. Man up: The influence of board political ideology on the selection of masculine male CEOs. Academy of Management Annual Meeting; Chicago, IL.

- Gupta, A., Wowak, A. J., & Boeker, W. 2017. Red ties and blue ties: Director political ideology and the diffusion of lone-insider boards. Academy of Management Annual Meeting; Atlanta, GA.
- Gupta, A., Wowak, A. J., & Boeker, W. 2017. Red ties and blue ties: Director political ideology and the diffusion of lone-insider boards. INSEAD Conference on Behavioral Perspectives on Corporate Governance; Fontainebleau, France.
- Gupta, A., & Wowak, A. J. 2016. The elephant (or donkey) in the boardroom: How board political ideology affects CEO pay. Strategic Management Society Annual Conference; Berlin, Germany. *Nominated for SMS Best Conference Paper Award.*
- Quigley, T. J., & Wowak, A. J. 2016. Getting what you pay for: Initial pay and subsequent CEO effectiveness. Academy of Management Annual Meeting; Anaheim, CA.
- Gupta, A., & Wowak, A. J. 2016. The elephant (or donkey) in the boardroom: How board political ideology affects CEO pay. Academy of Management Annual Meeting; Anaheim, CA.
- Wowak, A. J., Maggitti, P. G., & Li, Q. 2014. Possessed by possessions: The organizational implications of CEO materialism. Strategic Management Society Annual Conference; Madrid, Spain.
- Mannor, M. J., Bartkus, V., & Wowak, A. J. 2014. Heavy lies the crown? Top executive anxiety and strategic decision making. Academy of Management Annual Meeting; Philadelphia, PA.
- Boivie, S., Graffin, S. D., & Wowak, A. J. 2013. Welcome (to) a board! Directorships as certifications in the executive labor market. Strategic Management Society Annual Conference; Atlanta, GA. *Nominated for SMS Best Conference Paper Award.*
- Wowak, A. J., Mannor, M. J., & Arrfelt, M. 2013. Can't buy me love? How charismatic CEOs supplement their charms with instrumental behaviors. Academy of Management Annual Meeting; Orlando, FL.
- Wowak, A. J., Mannor, M. J., & Wowak, K. D. 2013. Take it back: The effect of CEO stock options on the likelihood of product recalls. Academy of Management Annual Meeting; Orlando, FL.
- Wowak, A. J., Mannor, M. J., & Arrfelt, M. 2012. Can't buy me love? How charismatic CEOs curry favor with firm stakeholders. Strategic Management Society Annual Conference; Prague, Czech Republic.
- Fong, E. A., Wowak, A. J., Misangyi, V. M., & Orman, W. 2012. Hit or miss? CEO over- and underpayment and earnings management. Strategic Management Society Annual Conference; Prague, Czech Republic.

Mannor, M. J., Arrfelt, M., & Wowak, A. J. 2012. Arrogant but not ignorant? How CEOs manage their own hubris with conservative coping mechanisms. Academy of Management Annual Meeting; Boston, MA. *BPS Distinguished Paper Award winner.*

Fong, E. A., Wowak, A. J., Misangyi, V. M., & Orman, W. 2012. Hit or miss? CEO over- and underpayment and earnings management. Academy of Management Annual Meeting; Boston, MA.

Hambrick, D. C., & Wowak, A. J. 2011. Whom do we want as our business leaders? How changes in the corporate milieu have brought about a new breed of CEO. The 2nd International Conference on Humanizing the Firm and the Management Profession; IESE Business School, University of Navarra; Barcelona, Spain.

Wowak, A. J., & Hambrick, D. C. 2010. Do higher paid CEOs deliver the goods? On the link between CEO pay and subsequent firm performance. Academy of Management Annual Meeting; Montreal, Canada.

Wowak, A. J., & Hambrick, D. C. 2009. Do CEOs encounter within-tenure settling up? A multiperiod perspective on executive pay and dismissal. Academy of Management Annual Meeting; Chicago, IL.

Wowak, A. J., & Hambrick, D. C. 2008. How executives vary in their responses to incentives: Toward a theory of person-pay interaction. Academy of Management Annual Meeting; Anaheim, CA.

Fund, B. R., Pollock, T. G., Baker, T., & Wowak, A. J. 2008. Who's the new kid? The process of developing centrality in venture capitalist deal networks. Academy of Management Annual Meeting; Anaheim, CA.

Wowak, A. J. 2007. Win, lose, or draw: How attributions of causality shape the evolution of TMT potency. Academy of Management Annual Meeting; Philadelphia, PA.

Media Coverage

My research has been profiled in a wide variety of print and online media outlets, including:

The Atlantic ([link](#)) ([link](#))

The Australian Financial Review ([link](#))

Becker's Hospital Review ([link](#))

Bloomberg News ([link](#))

The Boston Globe ([link](#))

CBS MoneyWatch ([link](#))

CEB Talent Daily ([link](#))

Center for Effective Government ([link](#))

Center for Executive Succession ([link](#))

Center on Executive Compensation ([link](#))

The Cheat Sheet ([link](#))

Coalition for Sensible Safeguards ([link](#))

The Financial Times ([link](#))

Forbes ([link](#))

Fortune ([link](#))

Harvard Business Review ([link](#)) ([link](#))

Healthcanal.com ([link](#))

INSEAD Knowledge ([link](#))

Inverse.com ([link](#))

LSE Business Review ([link](#))

MarketWatch ([link](#))

NBC News ([link](#))

The New York Times ([link](#))

The Wall Street Journal ([link](#)) ([link](#)) ([link](#))

TEACHING

University of Notre Dame

Strategic Decision Making (MBA)

Average instructor rating (5=highest): 4.7 / 5

Strategic Decision Making (Master of Science in Management)

Average instructor rating (5=highest): 5 / 5

Strategic Management (Undergraduate)

Average instructor rating (5=highest): 4.6 / 5

Pennsylvania State University

International Management (Undergraduate)

Average instructor rating (7=highest): 6.5 / 7

Strategic Management (Undergraduate)

Average instructor rating (7=highest): 6.3 / 7

AWARDS AND HONORS

Editorial Board Outstanding Reviewer Award, *Academy of Management Journal*, 2017

J. Donnelly Fellowship in Participatory Management, *University of Notre Dame*, 2017

James Dincolo Outstanding Teacher Award, *University of Notre Dame*, 2017

Outstanding Reviewer, *Academy of Management STR (formerly BPS) Division*, 2009, 2010, 2013, 2014, 2015, 2018

Finalist, Best Paper Award, *Strategic Management Society SLG Interest Group*, 2016

Nominee, Best Conference Paper Award, *Strategic Management Society*, 2013, 2016

Distinguished Paper Award, *Academy of Management BPS Division*, 2012

Finalist, Glueck Best Paper Award, *Academy of Management BPS Division*, 2012

Nominee, Ossian MacKenzie Teaching Award, *Pennsylvania State University*, 2009, 2010

Liberti-Olian Scholarship, *Pennsylvania State University*, 2010

Competitive Dissertation Summer Stipend Award, *Pennsylvania State University*, 2010

PROFESSIONAL SERVICE

Reviewing

Editorial review board member:

Academy of Management Journal, 2015-present
Strategic Management Journal, 2019-present

Ad hoc reviewer:

Academy of Management Review
Administrative Science Quarterly
Journal of Applied Psychology
Organization Science
Strategic Organization

Conference reviewer:

Academy of Management Annual Meeting, 2008-present
Strategic Management Society Annual Conference, 2014-present
Strategic Management Society Special Conference in Las Vegas, 2019
Strategic Management Society Special Conference in Milan, 2016

Competition reviewer:

INFORMS/Organization Science Dissertation Proposal Competition, 2013

Conference Service

Symposium discussant, "Executive compensation: A cross-disciplinary symposium and discussion." 2019 Academy of Management Annual Meeting; Boston, MA.

Session chair, "Political ideology." 2019 Strategic Management Society Special Conference; Las Vegas, NV.

Session panelist, "Strategic leadership and governance early career workshop." 2019 Strategic Management Society Special Conference; Las Vegas, NV.

Session chair, "Politics in the executive suite." 2018 Strategic Management Society Annual Conference; Paris, France.

Session panelist, "Strategic leadership and governance paper development workshop." 2018 Strategic Management Society Annual Conference; Paris, France.

Symposium panelist, "Political ideology and organizations." 2017 Academy of Management Annual Meeting; Atlanta, GA.

Session moderator, "Strategic leadership and governance expanding: Shifts and new directions in research." 2015 Strategic Management Society Annual Conference; Denver, CO.

Session chair, “Dynamic capabilities.” 2015 Academy of Management Annual Meeting;
Vancouver, Canada.

Symposium co-organizer, “A darker side of upper echelons: How executives and boards can unintentionally harm stakeholders.” 2013 Academy of Management Annual Meeting;
Orlando, FL.

Session chair, “CEO characteristics, strategic behavior, and firm outcomes.” 2013 Academy of Management Annual Meeting; Orlando, FL.

Session chair, “CEOs’ features, behavior, and effects.” 2012 Academy of Management Annual Meeting; Boston, MA.

Professional Activities

Memberships:

Academy of Management
Strategic Management Society

Elected positions:

Strategic Management Society
Representative-at-large, Strategic Leadership & Governance IG, 2018-2019

Other Professional Service

Podcast interviewee, *The ASQ Blog* ([link](#))

ORGANIZATIONAL SERVICE

University of Notre Dame

University service:

Faculty focus group, Provost’s Ad Hoc Committee on Learning and Teaching, 2017
Faculty participant, First-Year Student Discernment Dinner, 2013

College service:

Member, MBA Curriculum Committee, 2018-present
Contributor, AACSB Maintenance of Accreditation Review, 2012, 2015, 2017

Department service:

Member, Endowed chair and open-rank management faculty search committee, 2018
Member, Open-rank strategic management faculty search committee, 2016
Member, Endowed chair in strategic management search committee, 2012
Member, Open-rank strategic management faculty search committee, 2012

PRACTITIONER WORK EXPERIENCE

2005-2006 University of Maryland, College Park, MD
External Relations Coordinator

2002-2004 Curtis Financial, L. P., Philadelphia, PA
Investment Banking Associate

2000-2002 Berwind Financial, L. P., Philadelphia, PA
Investment Banking Analyst