

## CRAIG CROSSLAND

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

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### ***ADMINISTRATIVE POSITION***

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2016 – current      Rev. Basil Moreau, C.S.C. Department Chair  
Management & Organization Dept.  
Mendoza College of Business  
University of Notre Dame

### ***ACADEMIC POSITIONS***

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2020 – current      Professor of Management & Organization  
University of Notre Dame

2016 – 2020      Associate Professor of Management & Organization  
University of Notre Dame

2013 – 2016      Assistant Professor of Management  
University of Notre Dame

2008 – 2013      Assistant Professor of Management  
McCombs School of Business  
University of Texas at Austin

### ***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

### **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. Relatedly, I am interested in the topics of executive characteristics, corporate governance, and behavioral strategy. My current work in this domain examines how strategic leaders’ personal characteristics and experiences affect the nature of firm-level strategic decisions and behaviors.

### **Publications**

- 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., & 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

#### 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 under-representation 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? *2<sup>nd</sup> 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*; 7<sup>th</sup> 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**

2017 – 2019            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

### **Media Coverage**

#### 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

[Barron's](#)

[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).

## ***TEACHING***

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### **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; Expected graduation, 2021; University of Cincinnati

## ***SERVICE***

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### **Editing & Reviewing**

Associate editor:

*Strategic Management Journal*; 2017, 2018, 2019

Editorial review board member:

*Academy of Management Journal*; 2013-2020

- Editorial Board Outstanding Reviewer Award, 2017

*Academy of Management Review*; 2010-present

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

*Journal of Management*; 2017-2020

- Editorial Board Outstanding Reviewer Award, 2019

*Strategic Management Journal*; 2013-2016; 2020-present

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

### **Professional Society Activities**

Memberships

Academy of Management

European Academy of Management

INFORMS

Strategic Management Society

## Elected and Invited Roles

### Academy of Management

#### Research Methods Division

Consortium Chair; 2017

Consortium Macro Track Chair; 2016

Treasurer and Executive Committee Member; 2013, 2014, 2015

#### Strategic Management Division (Formerly Business Policy & Strategy)

Member, Research Committee; 2019, 2020

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

### Strategic Management Society

#### General

Program Chair, SMS Las Vegas Special Conference; 2019

#### Strategic Leadership & Governance Interest Group

Interest Group Chair; 2017

Program Chair; 2016

Associate Program Chair; 2015

Representative at large; 2013, 2014

## Selected Intramural Service

### Department

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

### College

- Mendoza Emergency Response Committee; 2019-current
- College Council, Mendoza College of Business; 2016-current
- Deans/Chairs/Directors (DCD) Committee; 2016-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-founder, ND Boost program; 2018/19
- Executive Vice President Search Committee; 2018/19
- ND Lead; 2017/18

***NON-ACADEMIC POSITIONS***

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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 musculoskeletal, orthopedic, and neurological conditions.

***REFEREES***

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Academic references available upon request