**SUPPLEMENTAL APPENDIX**

Article Sample List Identification

We identified our sample of UET research articles by building on the process used in the impactful review on TMTs in UET by Carpenter and colleagues (2004). To increase the inclusiveness of our search, we added several additional journals that publish high quality empirical and conceptual research on UET. We searched for work published since 2009 in the following outlets: *Academy of Management Journal, Academy of Management Review, Administrative Science Quarterly, British Journal of Management, Human Relations, Journal of Applied Psychology, Journal of Business and Psychology, Journal of International Business Studies, Journal of Management, Journal of Management Studies, Leadership Quarterly, Management Science, Organization Science, Organization Studies, Personnel Psychology,* and *Strategic Management Journal.* Articles were identified by searching articles published in these journals for the terms “*CEO*”, “*executive*”, “*TMT*”, or “*Top Management Team*” in the abstracts of journal articles and the terms “*UET*” or “*Upper Echelon*” or “*Upper Echelons*” anywhere in the article text (including the references). We then reviewed the results produced by this search and excluded any articles that did not utilize the UET perspective (e.g., only had the term “*upper echelons*” in a reference list but did not significantly address relevant concepts). The final set of 217 articles is listed below.

Full List of Articles Reviewed (From 2009-Present)

Acharya, A. G., & Pollock, T. G. 2013. Shoot for the stars? Predicting the recruitment of prestigious directors at newly public firms. *Academy of Management Journal*, 56: 1396–1419.

Adams, M., & Jiang, W. 2017. Do chief executives’ traits affect the financial performance of risk-trading firms? Evidence from the UK insurance industry. *British Journal of Management*, 28: 481–501.

Aguinis, H., & Solarino, A. M. in press. Transparency and replicability in qualitative research: The case of interviews with elite informants. *Strategic Management Journal*.

Ateş, N. Y., Tarakci, M., Porck, J. P., van Knippenberg, D., & Groenen, P. J. F. in press. The dark side of visionary leadership in strategy implementation: Strategic alignment, strategic consensus, and commitment. *Journal of Management.*

Alexiev, A. S., Jansen, J. J. P., Van den Bosch, F. A. J., & Volberda, H. W. 2010. Top management team advice seeking and exploratory innovation: the moderating role of TMT heterogeneity. *Journal of Management Studies*, 47: 1343-1364.

Banalieva, E. R., & Eddleston, K. A. 2011. Home-region focus and performance of family firms: The role of family vs non-family leaders. *Journal of International Business Studies*, 42: 1060–1072.

Bao, S., Fainshmidt, S., Nair, A., & Vracheva, V. 2014. Women in upper echelons of management, tenure and legal risk. *British Journal of Management*, 25: 388–405.

Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. 2015. Collective organizational engagement: linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58: 111–135.

Belenzon, S., Shamshur, A., & Zarutskie, R. 2019. CEO’s age and the performance of closely held firms. *Strategic Management Journal*, 40: 917–944.

Benischke, M. H., Martin, G. P., & Glaser, L. 2019. CEO equity risk bearing and strategic risk taking: The moderating effect of CEO personality. *Strategic Management Journal*, 40: 153–177.

Bentley, F. S., Fulmer, I. S., & Kehoe, R. R. 2019. Payoffs for layoffs? An examination of CEO relative pay and firm performance surrounding layoff announcements. *Personnel Psychology*, 72: 81–106.

Bergh, D. D., Aguinis, H., Heavey, C., Ketchen, D. J., Boyd, B. K., Su, P., Lau, C. L. L., & Joo, H. 2016. Using meta-analytic structural equation modeling to advance strategic management research: Guidelines and an empirical illustration via the strategic leadership-performance relationship. *Strategic Management Journal*, 37: 477–497.

Bermiss, Y. S., & Murmann, J. P. 2015. Who matters more? The impact of functional background and top executive mobility on firm survival. *Strategic Management Journal*, 36: 1697–1716.

Bilgili, H., Campbell, J., O’Leary-Kelly, A. M., Ellstrand, A. E., & Johnson, J. L. in press. The final countdown: Regulatory focus and the phases of CEO retirement. *Academy of Management Review.*

Bilgili, T. V., Calderon, C. J., Allen, D. G., & Kedia, B. L. 2017. Gone with the wind: A meta-analytic review of executive turnover, its antecedents, and postacquisition performance. *Journal of Management*, 43: 1966–1997.

Bilgili, H., Campbell, J., O'Leary-Kelly, A. M., Ellstrand, A. E., & Johnson, J. L. in press. The final countdown: Regulatory Focus and the Phases of CEO Retirement. *Academy of Management Review*.

Blagoeva, R., Mom, T. J., Jansen, J. J., & George, G. in press. Problem-solving or self-enhancement? a power perspective on how CEOs affect R&D search in the face of inconsistent feedback. *Academy of Management Journal*.

Boehm, S. A., Dwertmann, D. J. G., Bruch, H., & Shamir, B. 2015. The missing link? Investigating organizational identity strength and transformational leadership climate as mechanisms that connect CEO charisma with firm performance. *The Leadership Quarterly*, 26: 156–171.

Boivie, S., Graffin, S. D., & Pollock, T. G. 2012. Time for me to fly: Predicting director exit at large firms. *Academy of Management Journal*, 55: 1334–1359.

Boone, C., & Hendriks, W. 2009. Top management team diversity and firm performance: Moderators of functional-background and locus-of-control diversity. *Management Science*, 55: 165–180.

Boone, C., Lokshin, B., Guenter, H., & Belderbos, R. 2019. Top management team nationality diversity, corporate entrepreneurship, and innovation in multinational firms. *Strategic Management Journal*, 40: 277–302.

Booth, T., Murray, A. L., Overduin, M., Matthews, M., & Furnham, A. 2016. Distinguishing CEOs from top level management: A profile analysis of individual differences, career paths and demographics. *Journal of Business and Psychology*, 31: 205–216.

Boyd, B. K., Haynes, K. T., & Zona, F. 2011. Dimensions of CEO-board relations. *Journal of Management Studies*, 48: 1892–1923.

Brands, R. A., & Fernandez-Mateo, I. 2017. Leaning out: How negative recruitment experiences shape women’s decisions to compete for executive roles. *Administrative Science Quarterly*, 62: 405–442.

Brauer, M., & Wiersema, M. 2018. Analyzing analyst research: A review of past coverage and recommendations for future research. *Journal of Management*, 44: 218–248.

Briscoe, F., Chin, M. K., & Hambrick, D. C. 2014. CEO ideology as an element of the corporate opportunity structure for social activists. *Academy of Management Journal*, 57: 1786–1809.

Buyl, T., Boone, C., & Hendriks, W. 2014. Top management team members’ decision influence and cooperative behaviour: An empirical study in the information technology industry. *British Journal of Management*, 25: 285–304.

Buyl, T., Boone, C., & Wade, J. B. 2019. CEO narcissism, risk-taking, and resilience: An empirical analysis in U.S. commercial banks. *Journal of Management*, 45: 1372–1400.

Buyl, T., Boone, C., Hendriks, W., & Matthyssens, P. 2011. Top management team functional diversity and firm performance: The moderating role of CEO characteristics. *Journal of Management Studies*, 48: 151–177.

Campbell, R., Jeong, S.-H., & Graffin, S. D. in press. Born to take risk? The effect of CEO birth order on strategic risk taking. *Academy of Management Journal*.

Cao, Q., Simsek, Z., & Jansen, J. J. P. 2015. CEO social capital and entrepreneurial orientation of the firm: Bonding and bridging effects. *Journal of Management*, 41: 1957–1981.

Cao, Q., Simsek, Z., & Zhang, H. 2009. Modelling the joint impact of the CEO and the TMT on organizational ambidexterity. *Journal of Management Studies*.

Carmeli, A., Schaubroeck, J., & Tishler, A. 2011. How CEO empowering leadership shapes top management team processes: Implications for firm performance. *The Leadership Quarterly*, 22: 399–411.

Carton, A. M., & Lucas, B. J. 2018. How can leaders overcome the blurry vision bias? Identifying an antidote to the paradox of vision communication. *Academy of Management Journal*, 61: 2106–2129.

Chan, R. Y. K., Cheng, L. T. W., & Leung, T. Y. 2011. Corporate performance implications of relational demographic differences: On age and titles of chairpersons versus general managers of listed Chinese companies. *British Journal of Management*, 22: 96–113.

Chatterjee, A., & Pollock, T. G. 2017. Master of puppets: How narcissistic CEOs construct their professional worlds. *Academy of Management Review*, 42: 703–725.

Chen, G., & Hambrick, D. C. 2012. CEO replacement in turnaround situations: Executive (mis)fit and its performance implications. *Organization Science*, 23: 225–243.

Chen, G., Crossland, C., & Huang, S. in press. That could have been me: Director deaths, CEO mortality salience, and corporate prosocial behavior. *Management Science*.

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., Treviño, L. K., & Hambrick, D. C. 2009. CEO elitist association: Toward a new understanding of an executive behavioral pattern. *The Leadership Quarterly*, 20: 316–328.

Chen, J., & Nadkarni, S. 2017. It’s about time! CEOs’ temporal dispositions, temporal leadership, and corporate entrepreneurship. *Administrative Science Quarterly*, 62: 31–66.

Chen, M.J., Lin, H.C., & Michel, J. G. 2010. Navigating in a hypercompetitive environment: the roles of action aggressiveness and TMT integration. *Strategic Management Journal*, 31: 1410–1430.

Chin, M. K., & Semadeni, M. 2017. CEO political ideologies and pay egalitarianism within top management teams. *Strategic Management Journal*, 38: 1608–1625.

Chin, M. K., Hambrick, D. C., & Treviño, L. K. 2013. Political ideologies of CEOs: The influence of executives’ values on corporate social responsibility. *Administrative Science Quarterly*, 58: 197–232.

Christensen, D. M., Dhaliwal, D. S., Boivie, S., & Graffin, S. D. 2015. Top management conservatism and corporate risk strategies: Evidence from managers’ personal political orientation and corporate tax avoidance. *Strategic Management Journal*, 36: 1918–1938.

Clark, J. R., Murphy, C., & Singer, S. J. 2014. When do leaders matter? Ownership, governance and the influence of CEOs on firm performance. *The Leadership Quarterly*, 25: 358–372.

Clark, K. D., & Maggitti, P. G. 2012. TMT potency and strategic decision-making in high technology firms. *Journal of Management Studies*, 49: 1168–1193.

Colbert, A. E., Barrick, M. R., & Bradley, B. H. 2014. Personality and leadership composition in top management teams: Implications for organizational effectiveness. *Personnel Psychology*, 67: 351–387.

Cooper, D., Patel, P. C., & Thatcher, S. M. B. 2014. It depends: Environmental context and the effects of faultlines on top management team performance. *Organization Science*, 25: 633–652.

Cordero, A. M., & Miller, S. R. in press. Political party tenure and MNE location choices. *Journal of International Business Studies.*

Corgun, O.M., Kari, J.O., Wright, P.M. in press. Making CEO narcissism research great: A review and meta-analysis of CEO narcissism. *Journal of Management.*

Courpasson, D., Dany, F., & Clegg, S. 2012. Resisters at work: Generating productive resistance in the workplace. *Organization Science*, 23: 801–819.

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.

Cruz, C. C., Gómez-Mejia, L. R., & Becerra, M. 2010. Perceptions of benevolence and the design of agency contracts: CEO-TMT relationships in family firms. *Academy of Management Journal*, 53: 69–89.

Datta, S., & Iskandar-Datta, M. 2014. Upper-echelon executive human capital and compensation: Generalist vs specialist skills. *Strategic Management Journal*, 35: 1853–1866.

de Jong, A., Song, M., & Song, L. Z. 2013. How lead founder personality affects new venture performance: The mediating role of team conflict. *Journal of Management*, 39: 1825–1854.

Delgado-García, J. B., & De La Fuente-Sabaté, J. M. 2009. How do CEO emotions matter? Impact of CEO affective traits on strategic and performance conformity in the Spanish banking industry. *Strategic Management Journal*, 31: 562-574.

Delgado-García, J. B., de la Fuente-Sabaté, J. M., & de Quevedo-Puente, E. 2009. Too negative to take risks? the effect of the CEO’s emotional traits on firm risk. *British Journal of Management,* 31: 313-326.

Dezsö, C. L., & Ross, D. G. 2012. Does female representation in top management improve firm performance? A panel data investigation. *Strategic Management Journal*, 33: 1072–1089.

Dixon-Fowler, H. R., Ellstrand, A. E., & Johnson, J. L. 2013. Strength in numbers or guilt by association? Intragroup effects of female chief executive announcements. *Strategic Management Journal*, 34: 1488–1501.

Dwivedi, P., Joshi, A., & Misangyi, V. F. 2018. Gender-inclusive gatekeeping: How (mostly male) predecessors influence the success of female CEOs. *Academy of Management Journal*, 61: 379–404.

Engelen, A., Neumann, C., & Schmidt, S. 2016. Should entrepreneurially oriented firms have narcissistic CEOs? *Journal of Management*, 42: 698–721.

Escribã-Esteve, A., Sãnchez-Peinado, L., & Sãnchez-Peinado, E. 2009. the influence of top management teams in the strategic orientation and performance of small and medium-sized enterprises. *British Journal of Management*, 20: 581–597.

Espedal, B., Kvitastein, O., & Grønhaug, K. 2012. When cooperation is the norm of appropriateness: How does CEO cooperative behaviour affect organizational performance? *British Journal of Management*, 23: 257–271.

Feldman, E. R. 2014. Legacy divestitures: Motives and implications. *Organization Science*, 25: 815–832.

Ferguson, A. J., Cohen, L. E., Burton, M. D., & Beckman, C. M. 2016. Misfit and milestones: Structural elaboration and capability reinforcement in the evolution of entrepreneurial top management teams. *Academy of Management Journal*, 59: 1430–1450.

Filatotchev, I., & Wright, M. 2011. Agency perspectives on corporate governance of multinational enterprises. *Journal of Management Studies*, 48: 471–486.

Flickinger, M., Wrage, M., Tuschke, A., & Bresser, R. 2016. How CEOs protect themselves against dismissal: A social status perspective. *Strategic Management Journal*, 37: 1107–1117.

Friedman, Y., Carmeli, A., & Tishler, A. 2016. How CEOs and TMTs build adaptive capacity in small entrepreneurial firms. *Journal of Management Studies*, 53: 996–1018.

Fu, P. P., Tsui, A. S., Liu, J., & Li, L. 2010. Pursuit of whose happiness? Executive leaders’ transformational behaviors and personal values. *Administrative Science Quarterly*, 55: 222–254.

Gamache, D. L., & McNamara, G. 2019. Responding to bad press: How CEO temporal focus influences the sensitivity to negative media coverage of acquisitions. *Academy of Management Journal*, 62: 918–943.

Gamache, D. L., McNamara, G., Graffin, S. D., Kiley, J. T., Haleblian, J., & Devers, C. E. In Press. Impression offsetting as an early warning signal of low CEO confidence in acquisitions. *Academy of Management Journal*.

Gamache, D. L., McNamara, G., Mannor, M. J., & Johnson, R. E. 2015. Motivated to acquire? The impact of CEO regulatory focus on firm acquisitions. *Academy of Management Journal*, 58: 1261–1282.

Geletkanycz, M. A., & Boyd, B. K. 2011. CEO outside directorships and firm performance: A reconciliation of agency and embeddedness views. *Academy of Management Journal*, 54: 335–352.

Georgakakis, D., Greve, P., & Ruigrok, W. 2017. Top management team faultlines and firm performance: Examining the CEO-TMT interface. *The Leadership Quarterly*, 28: 741–758.

Gerstner, W.-C., König, A., Enders, A., & Hambrick, D. C. 2013. CEO narcissism, audience engagement, and organizational adoption of technological discontinuities. *Administrative Science Quarterly*, 58: 257–291.

Giberson, T. R., Resick, C. J., Dickson, M. W., Mitchelson, J. K., Randall, K. R., & Clark, M. A. 2009. Leadership and organizational culture: Linking CEO characteristics to cultural values. *Journal of Business and Psychology*, 24: 123–137.

Gomulya, D., & Boeker, W. 2014. How firms respond to financial restatement: CEO successors and external reactions. *Academy of Management Journal*, 57: 1759–1785.

Gomulya, D., Wong, E. M., Ormiston, M. E., & Boeker, W. 2017. The role of facial appearance on CEO selection after firm misconduct. *Journal of Applied Psychology*, 102: 617–635.

Graffin, S. D., Hubbard, T. D., Christensen, D. M., & Lee, E. Y. in press. The influence of CEO risk tolerance on initial pay packages. *Strategic Management Journal*.

Gupta, A., & Misangyi, V. F. 2018. Follow the leader (or not): The influence of peer CEOs’ characteristics on interorganizational imitation. *Strategic Management Journal*, 39: 1437–1472.

Gupta, A., & Wowak, A. J. 2017. The Elephant (or donkey) in the boardroom: How board political ideology affects CEO pay. *Administrative Science Quarterly*, 62: 1–30.

Gupta, A., Briscoe, F., & Hambrick, D. C. 2017. Red, blue, and purple firms: Organizational political ideology and corporate social responsibility. *Strategic Management Journal*, 38: 1018–1040.

Gupta, A., Briscoe, F., & Hambrick, D. C. 2018a. Evenhandedness in resource allocation: Its relationship with CEO ideology, organizational discretion, and firm performance. *Academy of Management Journal*, 61: 1848–1868.

Gupta, A., Nadkarni, S., & Mariam, M. In press. Dispositional sources of managerial discretion: CEO ideology, CEO personality, and firm strategies. *Administrative Science Quarterly.*

Gupta, V. K., Han, S., Mortal, S. C., Silveri, S., & Turban, D. B. 2018. Do women CEOs face greater threat of shareholder activism compared to male CEOs? A role congruity perspective. *Journal of Applied Psychology*, 103: 228–236.

Hafenbrädl, S., & Waeger, D. 2017. Ideology and the micro-foundations of CSR: Why executives believe in the business case for CSR and how this Affects their CSR engagements. *Academy of Management Journal*, 60: 1582–1606.

Hambrick, D. C., & Quigley, T. J. 2014. Toward more accurate contextualization of the CEO effect on firm performance: Toward more accurate contextualization of the CEO effect. *Strategic Management Journal*, 35: 473–491.

Hambrick, D. C., & Wowak, A. in press. CEO sociopolitical activism: A stakeholder alignment model. *Academy of Management Review.*

Hambrick, D. C., Humphrey, S. E., & Gupta, A. 2015. Structural interdependence within top management teams: A key moderator of upper echelons predictions. *Strategic Management Journal*, 36: 449–461.

Han, Q., Jennings, J. E., Liu, R., & Jennings, P. D. 2019. Going home and helping out? Returnees as propagators of CSR in an emerging economy. *Journal of International Business Studies,* 50: 857-872.

Harrison, J. S., Thurgood, G. R., Boivie, S., & Pfarrer, M. D. in press. Measuring CEO personality: Developing, validating, and testing a linguistic tool. *Strategic Management Journal*.

Hartnell, C. A., Kinicki, A. J., Lambert, L. S., Fugate, M., & Doyle Corner, P. 2016. Do similarities or differences between CEO leadership and organizational culture have a more positive effect on firm performance? A test of competing predictions. *Journal of Applied Psychology*, 101: 846–861.

Heavey, C., & Simsek, Z. 2015. Transactive memory systems and firm performance: An upper echelons perspective. *Organization Science*, 26: 941–959.

Heavey, C., & Simsek, Z. 2017. Distributed cognition in top management teams and organizational ambidexterity: The influence of transactive memory systems. *Journal of Management*, 43: 919–945.

Heavey, C., Simsek, Z., Roche, F., & Kelly, A. 2009. Decision comprehensiveness and corporate entrepreneurship: The moderating role of managerial uncertainty preferences and environmental dynamism. *Journal of Management Studies*, 46: 1289–1314.

Helfat, C. E., & Peteraf, M. A. 2015. Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal*, 36: 831–850.

Heyden, M. L. M., van Doorn, S., Reimer, M., Van Den Bosch, F. A. J., & Volberda, H. W. 2013. Perceived environmental dynamism, relative competitive performance, and top management team heterogeneity: Examining correlates of upper echelons’ advice-seeking. *Organization Studies*, 34: 1327–1356.

Hill, A. D., Recendes, T., & Ridge, J. W. 2019. Second‐order effects of CEO characteristics: How rivals’ perceptions of CEOs as submissive and provocative precipitate competitive attacks. *Strategic Management Journal*, 40: 809–835.

Hoobler, J. M., Masterson, C. R., Nkomo, S. M., & Michel, E. J. 2018. The business case for women leaders: Meta-analysis, research critique, and path forward. *Journal of Management*, 44: 2473–2499.

Hutzschenreuter, T., & Horstkotte, J. 2013. Performance effects of top management team demographic faultlines in the process of product diversification. *Strategic Management Journal*, 34: 704–726.

Jacquart, P., & Antonakis, J. 2015. When does charisma matter for top-level leaders? Effect of attributional ambiguity. *Academy of Management Journal*, 58: 1051–1074.

Jansen, J. J. P., Kostopoulos, K. C., Mihalache, O. R., & Papalexandris, A. 2016. A socio-psychological perspective on team ambidexterity: The contingency role of supportive leadership behaviours. *Journal of Management Studies*, 53: 939–965.

Jeong, S.-H., & Harrison, D. A. 2017. Glass breaking, strategy making, and value creating: Meta-analytic outcomes of women as CEOs and TMT members. *Academy of Management Journal*, 60: 1219–1252.

Jiang, H., Cannella, A. A., Xia, J., & Semadeni, M. 2017. Choose to fight or choose to flee? A network embeddedness perspective of executive ship jumping in declining firms. *Strategic Management Journal*, 38: 2061–2079.

Joshi, A., Son, J., & Roh, H. 2015. When can women close the gap? A meta-analytic test of sex differences in performance and rewards. *Academy of Management Journal*, 58: 1516–1545.

Jung, H., Vissa, B., & Pich, M. 2017. How do entrepreneurial founding teams allocate task positions? *Academy of Management Journal*, 60: 264–294.

Jung, J., & Shin, T. 2019. Learning not to diversify: The transformation of graduate business education and the decline of diversifying acquisitions. *Administrative Science Quarterly*, 64: 337–369.

Karaevli, A., & Zajac, E. J. 2013. When do outsider CEOs generate strategic change? The enabling role of corporate stability. *Journal of Management Studies*, 50: 1267-1294.

Kirca, A. H., Hult, G. T. M., Deligonul, S., Perryy, M. Z., & Cavusgil, S. T. 2012. A multilevel examination of the drivers of firm multinationality: A meta-analysis. *Journal of Management*, 38: 502–530.

Kish-Gephart, J. J., & Campbell, J. T. 2015. You don’t forget your roots: The influence of CEO social class background on strategic risk taking. *Academy of Management Journal*, 58: 1614–1636.

Kiss, A. N., & Barr, P. S. 2017. New product development strategy implementation duration and new venture performance: A contingency-based perspective. *Journal of Management*, 43: 1185–1210.

Klein, R. M., Dilchert, S., Ones, D. S., & Dages, K. D. 2015. Cognitive predictors and age-based adverse impact among business executives. *Journal of Applied Psychology*, 100: 1497–1510.

Koch-Bayram, I. F., & Wernicke, G. 2018. Drilled to obey? Ex-military CEOs and financial misconduct. *Strategic Management Journal*, 39: 2943–2964.

König, A. S., Graf-Vlachy, L., Bundy, J. N., & Little, L. in press. A blessing and a curse: How CEOs’ empathy affects their management of organizational crises. *Academy of Management Review*.

König, A., Mammen, J., Luger, J., Fehn, A., & Enders, A. 2018. Silver bullet or ricochet? CEOs’ use of metaphorical communication and infomediaries’ evaluations. *Academy of Management Journal*, 61: 1196–1230.

Krause, R., Withers, M. C., & Semadeni, M. 2017. Compromise on the board: Investigating the antecedents and consequences of lead independent director appointment. *Academy of Management Journal*, 60: 2239–2265.

Kwee, Z., Van Den Bosch, F. A. J., & Volberda, H. W. 2011. The influence of top management team’s corporate governance orientation on strategic renewal trajectories: A longitudinal analysis of Royal Dutch Shell plc, 1907-2004. *Journal of Management Studies*, 48: 984–1014.

Lange, D., Boivie, S., & Westphal, J. D. 2015. Predicting organizational identification at the CEO level. *Strategic Management Journal*, 36: 1224–1244.

Le, S., & Kroll, M. 2017. CEO international experience: Effects on strategic change and firm performance. *Journal of International Business Studies*, 48: 573–595.

Lee, J. M., Yoon, D., & Boivie, S. in press. Founder CEO succession: The role of CEO organizational identification. *Academy of Management Journal*.

Lewis, B. W., Walls, J. L., & Dowell, G. W. S. 2014. Difference in degrees: CEO characteristics and firm environmental disclosure. *Strategic Management Journal*, 35: 712–722.

Li, J., & Tang, Y. 2010. CEO hubris and firm risk taking in china: The moderating role of managerial discretion. *Academy of Management Journal*, 53: 45–68.

Li, M., & Patel, P. C. 2019. Jack of all, master of all? CEO generalist experience and firm performance. *The Leadership Quarterly*, 30: 320–334.

Li, Q., Maggitti, P. G., Smith, K. G., Tesluk, P. E., & Katila, R. 2013. Top management attention to innovation: The role of search selection and intensity in new product introductions. *Academy of Management Journal*, 56: 893–916.

Li, X.-H., & Liang, X. 2015. A Confucian social model of political appointments among Chinese private-firm entrepreneurs. *Academy of Management Journal*, 58: 592–617.

Lin, H.-C., & Rababah, N. 2014. CEO–TMT exchange, TMT personality composition, and decision quality: The mediating role of TMT psychological empowerment. *The Leadership Quarterly*, 25: 943–957.

Ling, Y., & Kellermanns, F. W. 2010. The effects of family firm specific sources of TMT diversity: The moderating role of information exchange frequency. *Journal of Management Studies*, 47: 322–344.

Ling, Y., Wei, L., Klimoski, R. J., & Wu, L. 2015. Benefiting from CEO’s empowerment of TMTs: Does CEO–TMT dissimilarity matter? *The Leadership Quarterly*, 26: 1066–1079.

Love, E. G., Lim, J., & Bednar, M. K. 2017. The face of the firm: The influence of CEOs on corporate reputation. *Academy of Management Journal*, 60: 1462–1481.

Lovelace, J. B., Bundy, J., Hambrick, D. C., & Pollock, T. G. 2018. The shackles of CEO celebrity: Sociocognitive and behavioral role constraints on “star” leaders. *Academy of Management Review*, 43: 419–444.

Luo, X., Kanuri, V. K., & Andrews, M. 2014. How does CEO tenure matter? The mediating role of firm-employee and firm-customer relationships. *Strategic Management Journal*, 35: 492–511.

Lyngsie, J., & Foss, N. J. 2017. The more, the merrier? Women in top‐management teams and entrepreneurship in established firms. *Strategic Management Journal*, 38: 487–505.

Ma, S., & Seidl, D. 2018. New CEOs and their collaborators: Divergence and convergence between the strategic leadership constellation and the top management team. *Strategic Management Journal*, 39: 606–638.

Maak, T., Pless, N. M., & Voegtlin, C. 2016. Business statesman or shareholder advocate? CEO responsible leadership styles and the micro-foundations of political CSR. *Journal of Management Studies*, 53: 463–493.

MacKay, R. B., & Chia, R. 2013. Choice, Chance, and Unintended Consequences in Strategic Change: A Process Understanding of the Rise and Fall of NorthCo Automotive. *Academy of Management Journal*, 56: 208–230.

Malhotra, S., Morgan, H. M., & Zhu, P. 2018a. Sticky decisions: Anchoring and equity stakes in international acquisitions. *Journal of Management*, 44: 3200–3230.

Malhotra, S., Reus, T. H., Zhu, P., & Roelofsen, E. M. 2018b. The acquisitive nature of extraverted CEOs. *Administrative Science Quarterly*, 63: 370–408.

Mannor, M. J., Matta, F. K., Block, E. S., Steinbach, A. L., & Davis, J. H. 2019. A liability of breadth? The conflicting influences of experiential breadth on perceptions of founding teams. *Journal of Management*, 45: 1540–1568.

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.

Marcel, J. J. 2009. Why top management team characteristics matter when employing a chief operating officer: a strategic contingency perspective. *Strategic Management Journal*, 30: 647–658.

Marcel, J. J., Barr, P. S., & Duhaime, I. M. 2011. The influence of executive cognition on competitive dynamics. *Strategic Management Journal*, 32: 115–138.

Marquis, C., & Lee, M. 2013. Who is governing whom? Executives, governance, and the structure of generosity in large U.S. firms. *Strategic Management Journal*, 34: 483–497.

Martin, G. P., Gomez-Mejia, L. R., & Wiseman, R. M. 2013. Executive stock options as mixed gambles: Revisiting the behavioral agency model. *Academy of Management Journal*, 56: 451–472.

Martin, G. P., Wiseman, R. M., & Gomez-Mejia, L. R. 2016. Going short-term or long-term? CEO stock options and temporal orientation in the presence of slack. *Strategic Management Journal*, 37: 2463–2480.

McDonald, M. L., & Westphal, J. D. 2010. A little help here? Board control, CEO identification with the corporate elite, and strategic help provided to CEOs at other firms. *Academy of Management Journal*, 53: 343–370.

Menz, M., & Scheef, C. 2014. Chief strategy officers: Contingency analysis of their presence in top management teams. *Strategic Management Journal*, 35: 461–471.

Mihalache, O. R., Jansen, J. J. J. P., Van Den Bosch, F. A. J., & Volberda, H. W. 2012. Offshoring and firm innovation: The moderating role of top management team attributes. *Strategic Management Journal*, 33: 1480–1498.

Mohr, A., & Batsakis, G. In Press. The contingent effect of TMT international experience on firms’ internationalization speed: effect of TMT experience on firms’ internationalization. *British Journal of Management*.

Nadkarni, S., & Herrmann, P. 2010. CEO personality, strategic flexibility, and firm performance: the case of the Indian business process outsourcing industry. *Academy of Management Journal*, 53: 1050–1073.

Nadkarni, S., Chen, T., & Chen, J. 2016. The clock is ticking! Executive temporal depth, industry velocity, and competitive aggressiveness. *Strategic Management Journal*, 37: 1132–1153.

Ndofor, H. A., Sirmon, D. G., & He, X. 2015. Utilizing the firm’s resources: How TMT heterogeneity and resulting faultlines affect TMT tasks. *Strategic Management Journal*, 36: 1656–1674.

Nielsen, B. B., & Nielsen, S. 2013. Top management team nationality diversity and firm performance: A multilevel study. *Strategic Management Journal*, 34: 373–382.

Opper, S., Nee, V., & Holm, H. J. 2017. Risk aversion and guanxi activities: A behavioral analysis of CEOs in China. *Academy of Management Journal*, 60: 1504–1530.

Ortiz-de-Mandojana, N., Bansal, P., & Aragón-Correa, J. A. 2019. Older and wiser: How CEOs’ time perspective influences long-term investments in environmentally responsible technologies. *British Journal of Management*, 30: 134–150.

Ou, A. Y., Seo, J., Choi, D., & Hom, P. W. 2017. When can humble top executives retain middle managers? The moderating role of top management team faultlines. *Academy of Management Journal*, 60: 1915–1931.

Ou, A. Y., Tsui, A. S., Kinicki, A. J., Waldman, D. A., Xiao, Z., & Song, L. J. 2014. Humble chief executive officers’ connections to top management team integration and middle managers’ responses. *Administrative Science Quarterly*, 59: 34–72.

Ou, A. Y., Waldman, D. A., & Peterson, S. J. 2018. Do humble CEOs matter? An examination of ceo humility and firm outcomes. *Journal of Management*, 44: 1147–1173.

Park, S. H., Westphal, J. D., & Stern, I. 2011. Set up for a Fall: The insidious effects of flattery and opinion conformity toward corporate leaders. *Administrative Science Quarterly*, 56: 257–302.

Patel, P. C., & Cooper, D. 2014a. The harder they fall, the faster they rise: Approach and avoidance focus in narcissistic CEOs. *Strategic Management Journal*, 35: 1528–1540.

Patel, P. C., & Cooper, D. 2014b. Structural power equality between family and non-family TMT members and the performance of family firms. *Academy of Management Journal*, 57: 1624–1649.

Peterson, S. J., Galvin, B. M., & Lange, D. 2012. CEO Servant leadership: Exploring executive characteristics and firm performance. *Personnel Psychology*, 65: 565–596.

Petrenko, O. V., Aime, F., Ridge, J., & Hill, A. 2016. Corporate social responsibility or CEO narcissism? CSR motivations and organizational performance. *Strategic Management Journal*, 37: 262–279.

Pryor, C., Holmes, R. M., Webb, J. W., & Liguori, E. W. 2019. Top executive goal orientations’ effects on environmental scanning and performance: differences between founders and nonfounders. *Journal of Management*, 45: 1958–1986.

Qian, C., Cao, Q., & Takeuchi, R. 2013. Top management team functional diversity and organizational innovation in China: The moderating effects of environment. *Strategic Management Journal*, 34: 110–120.

Quigley, T. J., & Graffin, S. D. 2017. Reaffirming the CEO effect is significant and much larger than chance: A comment on Fitza (2004). *Strategic Management Journal*, 38: 793–801.

Quigley, T. J., & Hambrick, D. C. 2012. When the former CEO stays on as board chair: effects on successor discretion, strategic change, and performance. *Strategic Management Journal*, 33: 834–859.

Quigley, T. J., & Hambrick, D. C. 2015. Has the “CEO effect” increased in recent decades? A new explanation for the great rise in America’s attention to corporate leaders. *Strategic Management Journal*, 36: 821–830.

Quigley, T. J., Hambrick, D. C., Misangyi, V. F., & Rizzi, G. A. in press. CEO selection as risk‐taking: A new vantage on the debate about the consequences of insiders versus outsiders. *Strategic Management Journal*.

Quigley, T. J., Hubbard, T. D., Ward, A., & Graffin, S. D. in press. Unintended consequences: Information releases and CEO stock option grants. *Academy of Management Journal.*

Raes, A. M. L., Heijltjes, M. G., Glunk, U., & Roe, R. A. 2011. The interface of the top management team and middle managers: A process model. *Academy of Management Review*, 25.

Raffaelli, R., Glynn, M. A., & Tushman, M. 2019. Frame flexibility: The role of cognitive and emotional framing in innovation adoption by incumbent firms. *Strategic Management Journal*, 40: 1013–1039.

Reina, C. S., Peterson, S. J., & Zhang, Z. 2017. Adverse effects of CEO family-to-work conflict on firm performance. *Organization Science*, 28: 228–243.

Reina, C. S., Zhang, Z., & Peterson, S. J. 2014. CEO grandiose narcissism and firm performance: The role of organizational identification. *The Leadership Quarterly*, 25: 958–971.

Resick, C. J., Whitman, D. S., Weingarden, S. M., & Hiller, N. J. 2009. The bright-side and the dark-side of CEO personality: Examining core self-evaluations, narcissism, transformational leadership, and strategic influence. *Journal of Applied Psychology*, 94: 1365–1381.

Richard, O. C., Wu, J., Markoczy, L. A., & Chung, Y. 2019. Top management team demographic‐faultline strength and strategic change: What role does environmental dynamism play? *Strategic Management Journal*, 40: 987–1009.

Ridge, J. W., & Ingram, A. 2017. Modesty in the Top Management Team: Investor Reaction and Performance Implications. *Journal of Management*, 43: 1283–1306.

Samba, C., Williams, D. W., & Fuller, R. M. in press. The forms and use of intuition in top management teams. *The Leadership Quarterly*.

Samba, C., Van Knippenberg, D., & Miller, C. C. 2018. The impact of strategic dissent on organizational outcomes: A meta-analytic integration. *Strategic Management Journal*, 39: 379–402.

Schepker, D. J., Kim, Y., Patel, P. C., Thatcher, S. M. B., & Campion, M. C. 2017. CEO succession, strategic change, and post-succession performance: A meta-analysis. *The Leadership Quarterly*, 28: 701–720.

Schubert, T., & Tavassoli, S. in press. Product innovation and educational diversity in top and middle management teams. *Academy of Management Journal.*

Shani, G., & Westphal, J. D. 2016. Persona non grata? Determinants and consequences of social distancing from journalists who engage in negative coverage of firm leadership. *Academy of Management Journal*, 59: 302–329.

Shi, W., Zhang, Y., & Hoskisson, R. E. 2017. Ripple effects of CEO awards: Investigating the acquisition activities of superstar CEOs’ competitors. *Strategic Management Journal*, 38: 2080–2102.

Shi, W., Zhang, Y., & Hoskisson, R. E. 2019. Examination of CEO–CFO social interaction through language style matching: outcomes for the CFO and the organization. *Academy of Management Journal*, 62: 383–414.

Simsek, Z., Heavey, C., & Veiga, J. F. 2010. The impact of CEO core self-evaluation on the firm’s entrepreneurial orientation. *Strategic Management Journal*, 31: 110–119.

Smith, A. N., Watkins, M. B., Ladge, J. J., & Carlton, P. 2019. Making the invisible visible: Paradoxical effects of intersectional invisibility on the career experiences of executive black women. *Academy of Management Journal*, *62*, 1705-1734.

Souder, D., Simsek, Z., & Johnson, S. G. 2012. The differing effects of agent and founder CEOs on the firm’s market expansion. *Strategic Management Journal*, 33: 23–41.

Souitaris, V., & Maestro, B. M. 2010. Polychronicity in top management teams: The impact on strategic decision processes and performance of new technology ventures. *Strategic Management Journal*, 31: 652-678.

Souitaris, V., Zerbinati, S., Peng, B. G., & Shepherd, D. A. in press. Should I stay or should I go? Founder power and exit via initial public offering. *Academy of Management Journal.*

Steinbach, A. L., Holcomb, T. R., Holmes, R. M., Devers, C. E., & Cannella, A. A. 2017. Top management team incentive heterogeneity, strategic investment behavior, and performance: A contingency theory of incentive alignment. *Strategic Management Journal*, 38: 1701–1720.

Steinbach, A., Gamache, D. L., & Johnson, R. E. in press. Don’t get it misconstrued: Construal level shifts and flexibility in the upper echelons. *Academy of Management Review*.

Stoker, J. I., Grutterink, H., & Kolk, N. J. 2012. Do transformational CEOs always make the difference? The role of TMT feedback seeking behavior. *The Leadership Quarterly*, 23: 582–592.

Sundaramurthy, C., Pukthuanthong, K., & Kor, Y. 2014. Positive and negative synergies between the CEO’s and the corporate board’s human and social capital: A study of biotechnology firms. *Strategic Management Journal*, 35: 845–868.

Takacs Haynes, K., Campbell, J. T., & Hitt, M. A. 2017. When more is not enough: executive greed and its influence on shareholder wealth. *Journal of Management*, 43: 555–584.

Tang, Y., Li, J., & Yang, H. 2015. What I see, what I do: How executive hubris affects firm innovation. *Journal of Management*, 41: 1698–1723.

Tang, Y., Mack, D. Z., & Chen, G. 2018. The differential effects of CEO narcissism and hubris on corporate social responsibility. *Strategic Management Journal*, 39: 1370–1387.

Tang, Y., Qian, C., Chen, G., & Shen, R. 2015. How CEO hubris affects corporate social (ir)responsibility: CEO hubris and CSR. *Strategic Management Journal*, 36: 1338–1357.

Theissen, M. H., & Theissen, H. H. in press. CEO retirement: Definition, discretion, and routes. *Academy of Management Review*.

Treadway, D. C., Adams, G. L., Ranft, A. L., & Ferris, G. R. 2009. A meso-level conceptualization of CEO celebrity effectiveness. *The Leadership Quarterly*, 20: 554–570.

Tucker, S., Ogunfowora, B., & Ehr, D. 2016. Safety in the c-suite: How chief executive officers influence organizational safety climate and employee injuries. *Journal of Applied Psychology*, 101: 1228–1239.

Vandekerkhof, P., Steijvers, T., Hendriks, W., & Voordeckers, W. 2018. Socio-emotional wealth separation and decision-making quality in family firm TMTs: The moderating role of psychological safety. *Journal of Management Studies*, 55: 648–676.

Vieregger, C., Larson, E. C., & Anderson, P. C. 2017. Top management team structure and resource reallocation within the multibusiness firm. *Journal of Management*, 43: 2497–2525.

Wales, W. J., Patel, P. C., & Lumpkin, G. T. 2013. In pursuit of greatness: CEO narcissism, entrepreneurial orientation, and firm performance variance. *Journal of Management Studies*, 50: 1041–1069.

Washburn, N. T., Waldman, D. A., Sully de Luque, M. F., & Carter, M. Z. 2018. Executives’ stakeholder values in the prediction of work process change. *Journal of Management Studies*, 55: 1423–1451.

Weng, D. H., & Lin, Z. 2014. Beyond CEO tenure: The effect of CEO newness on strategic changes. *Journal of Management*, 40: 2009–2032.

Westphal, J. D., Park, S. H., McDonald, M. L., & Hayward, M. L. A. 2012. Helping other CEOs avoid bad press: Social exchange and impression management support among CEOs in communications with journalists. *Administrative Science Quarterly*, 57: 217–268.

Wiersema, M. F., Nishimura, Y., & Suzuki, K. 2018. Executive succession: The importance of social capital in CEO appointments. *Strategic Management Journal*, 39: 1473–1495.

Williams, C., Chen, P.-L., & Agarwal, R. 2017. Rookies and seasoned recruits: How experience in different levels, firms, and industries shapes strategic renewal in top management. *Strategic Management Journal*, 38: 1391–1415.

Withers, M. C., & Fitza, M. A. 2017. Do board chairs matter? The influence of board chairs on firm performance. *Strategic Management Journal*, 38: 1343–1355.

Wong, E. M., Ormiston, M. E., & Tetlock, P. E. 2011. The effects of top management team integrative complexity and decentralized decision making on corporate social performance. *Academy of Management Journal*, 54: 1207–1228.

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*.

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., 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.

Yoo, J. W., Reed, R., Shin, S. J., & Lemak, D. J. 2009. Strategic choice and performance in late movers: Influence of the top management team’s external ties. *Journal of Management Studies*, 46: 308–335.

Zhang, H., Ou, A. Y., Tsui, A. S., & Wang, H. 2017. CEO humility, narcissism and firm innovation: A paradox perspective on CEO traits. *The Leadership Quarterly*, 28: 585–604.

Zhang, X., Li, N., Ullrich, J., & van Dick, R. 2015. Getting everyone on board: The effect of differentiated transformational leadership by CEOS on top management team effectiveness and leader-rated firm performance. *Journal of Management*, 41: 1898–1933.

Zhang, Y., & Qu, H. 2016. The impact of CEO succession with gender change on firm performance and successor early departure: Evidence from China’s publicly listed companies in 1997–2010. *Academy of Management Journal*, 59: 1845–1868.

Zhang, Y., & Rajagopalan, N. 2010. Once an outsider, always an outsider? CEO origin, strategic change, and firm performance. *Strategic Management Journal*, 31: 334–346.

Zhang, Y., & Wiersema, M. F. 2009. Stock market reaction to CEO certification: the signaling role of CEO background. *Strategic Management Journal*, 30: 693–710.

Zhu, D. H., & Chen, G. 2015. CEO narcissism and the impact of prior board experience on corporate strategy. *Administrative Science Quarterly*, 60: 31–65.

Zhu, D. H., & Shen, W. 2016. Why do some outside successions fare better than others? The role of outside CEOs’ prior experience with board diversity: The Impact of New CEOs’ Experience with Board Diversity. *Strategic Management Journal*, 37: 2695–2708.

Zhu, D. H., & Westphal, J. D. 2014. How directors’ prior experience with other demographically similar CEOs affects their appointments onto corporate boards and the consequences for CEO compensation. *Academy of Management Journal*, 57: 791–813.