

SYDNEY FINKELSTEIN

Tuck School of Business at Dartmouth College

Hanover, NH 03755-1798

TEL: (603) 646-2864

FAX: (603) 646-1308

sydney.finkelstein@dartmouth.edu

Twitter: @sydfinkelstein

Academic Positions

Tuck School of Business at Dartmouth College

Steven Roth Professor of Management 2002 – present

Faculty Director, Tuck Center for Leadership 2014 – present

Director, Tuck Executive Program 2001 – present

Associate Dean for Executive Education 2012 – 2015

Chair, Strategy Group 2001-2004; 2010-2012

Professor of Strategy and Leadership 1998-2002

Associate Professor (tenured) 1996-1998

Associate Professor 1994-1996

University of Southern California

Assistant Professor 1988-1993

Concordia University

Lecturer 1981-1983

Education

Columbia University, Ph.D., Management of Organization, 1988

London School of Economics, M.Sc., Industrial Relations, 1981

Concordia University, B. Commerce with Distinction, 1980

Books

1. Finkelstein, S. and Hambrick, D.C. 1996. *Strategic Leadership: Top Executives and Their Effects on Organizations*. St. Paul, MN: West Publishing Company (Finalist, Academy of Management Terry Book Award).
2. Finkelstein, S. 2003. *Why Smart Executives Fail: And What You Can Learn From Their Mistakes*. New York: Portfolio (#1 Business Bestseller in the US and Japan).
3. Cooper, C. L. and Finkelstein, S. (Eds.) 2004. *Advances in Mergers and Acquisitions, Volume 3*. Oxford: Elsevier.

4. Cooper, C. L. and Finkelstein, S. (Eds.) 2005. *Advances in Mergers and Acquisitions, Volume 4*. Oxford: Elsevier.
5. Cooper, C. L. and Finkelstein, S. (Eds.) 2006. *Advances in Mergers and Acquisitions, Volume 5*. Oxford: Elsevier.
6. Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., Teece, D. J., Winter, S. G. 2007. *Dynamic Capabilities: Understanding Strategic Change in Organizations*. London: Blackwell Publishing.
7. Finkelstein, S., Harvey, C. E., and Lawton, T. C. 2007. *Breakout Strategy: Meeting the Challenge of Double-Digit Growth*. New York: McGraw-Hill (#1 Business Bestseller in Asia).
8. Cooper, C. L. and Finkelstein, S. (Eds.) 2007. *Advances in Mergers and Acquisitions, Volume 6*. Oxford: Elsevier.
9. Cooper, C. L. and Finkelstein, S. (Eds.) 2008. *Advances in Mergers and Acquisitions, Volume 7*. Bingley, UK: Emerald.
10. Finkelstein, S., Whitehead, J., and Campbell, A. 2009. *Think Again: Why Good Leaders Make Bad Decisions and How to Keep it From Happening to You*. Cambridge: Harvard Business Press (Finalist, Academy of Management Terry Book Award).
11. Finkelstein, S., Hambrick, D. C., and Cannella, A. 2009. *Strategic Leadership: Theory and Research on Executives, Top Management Teams, and Boards*. Oxford: Oxford University Press (Finalist, Academy of Management Terry Book Award).
12. Cooper, C. L. and Finkelstein, S. (Eds.) 2009. *Advances in Mergers and Acquisitions, Volume 8*. Bingley, UK: Emerald.
13. Finkelstein, S. 2010. *How to Not Make Bad Decisions*. FT Press: Upper Saddle River, NJ.
14. Finkelstein, S. 2010. *The 7 Bad Habits of Unsuccessful People*. FT Press: Upper Saddle River, NJ (#1 Business Bestseller).
15. Finkelstein, S. and Cooper, C. L. (Eds.) 2010. *Advances in Mergers and Acquisitions, Volume 9*. Bingley, UK: Emerald.
16. Finkelstein, S. and Cooper, C. L. (Eds.) 2012. *Advances in Mergers and Acquisitions, Volume 10*. Bingley, UK: Emerald.
17. Finkelstein, S. and Cooper, C. L. (Eds.) 2012. *Advances in Mergers and Acquisitions, Volume 11*. Bingley, UK: Emerald.

18. Finkelstein, S. and Cooper, C. L. (Eds.) 2013. *Advances in Mergers and Acquisitions, Volume 12*. Bingley, UK: Emerald.
19. Finkelstein, S. and Cooper, C. L. (Eds.) 2014. *Advances in Mergers and Acquisitions, Volume 13*. Bingley, UK: Emerald.
20. Cooper, C. L. and Finkelstein, S. (Eds.) 2015. *Advances in Mergers and Acquisitions, Volume 14*. Bingley, UK: Emerald.
21. Finkelstein, S. 2016. *Superbosses: How Exceptional Leaders Master the Flow of Talent*. New York: Penguin Portfolio (#1 Amazon Business Management Bestseller).
22. Finkelstein, S. and Cooper, C. L. (Eds.) 2016. *Advances in Mergers and Acquisitions, Volume 15*. Bingley, UK: Emerald.

Articles Published

1. Finkelstein, S. 1986. "The acquisition integration process." *Academy of Management Best Papers Proceedings*: 12-15.
2. Hambrick, D.C. and Finkelstein, S. 1987. "Managerial discretion: A bridge between polar views of organizational outcomes." In L. L. Cummings and B. Staw (eds.), *Research in Organizational Behavior*, 9: 369-406. Greenwich, CT: JAI Press. Reprinted in B. M. Staw and L. L. Cummings (eds.), *The Evolution and Adaptation of Organizations*: 101-138, Greenwich, CT: JAI Press, 1990.
3. Finkelstein, S. and Hambrick, D.C. 1988. "Chief executive compensation: A synthesis and reconciliation." *Strategic Management Journal*, 9: 543-558.
4. Finkelstein, S. and Hambrick D.C. 1989. "Chief executive compensation: A study of the intersection of markets and political processes." *Strategic Management Journal*, 10: 121-134.
5. Finkelstein, S. and Hambrick D.C. 1990. "Top-management-team tenure and organizational outcomes: The moderating role of managerial discretion." *Administrative Science Quarterly*, 35: 484-503.
6. Rajagopalan, N. and Finkelstein, S. 1990. "Effects of strategic group membership and environmental change on senior management reward systems." *Academy of Management Best Papers Proceedings*: 32-36.
7. Clelland, I. and Finkelstein, S. 1990. "Structural interdependence and organizational response to technological innovation." *Proceedings of the Second Annual Conference on Managing the High Technology Firm*: 51-55.

8. Finkelstein, S. 1992. "Power in top management teams: Dimensions, measurement and validation." *Academy of Management Journal*, 35: 505-538.
9. Rajagopalan, N. and Finkelstein, S. 1992. "Effects of strategic orientation and environmental change on senior management reward systems." *Strategic Management Journal*, 13 (Special Summer Issue): 127-142.
10. Haleblian, J. and Finkelstein, S. 1993. "Top-management-team size, CEO dominance, and firm performance: The moderating roles of environmental turbulence and discretion." *Academy of Management Journal*, 36: 844-863.
11. Finkelstein, S. and D'Aveni, R.A. 1994. "CEO duality as a double-edged sword: How boards of directors balance entrenchment avoidance and unity of command." *Academy of Management Journal*, 37: 1079-1108 (lead article).
12. Hambrick, D.C. and Finkelstein, S. 1995. "The effects of ownership structure on conditions at the top: The case of CEO pay raises." *Strategic Management Journal*, 16: 175-194.
13. Bantel, K.A. and Finkelstein, S. 1995. The determinants of top management teams. In B. Markovsky, J. O'Brien, and K. Heimer (Eds.) *Advances in Group Processes*, Volume 12, JAI Press: Greenwich, CT, 139-165.
14. Quinn, J.B., Anderson, P.C., and Finkelstein, S. 1996. "Leveraging intellect." *Academy of Management Executive*, 10(3): 7-27 (lead article; Best Paper of the Year in *Academy of Management Executive*).

Reprinted in Beamish, P. W. and Woodcock, C. P. 1999. *Strategic Management: Text, Readings, & Cases, 5th Edition*.

15. Quinn, J.B., Anderson, P.C., and Finkelstein, S. 1996. "Managing professional intellect: Making the most of the best." *Harvard Business Review*, 74, (March - April): 71-80.

Reprinted in Ulrich, D. (Ed.), 1998. *Delivering Results: A New Mandate for Human Resources Professionals*, Boston: Harvard Business School Publishing: 253-268.

16. Quinn, J.B., Anderson, P.C., and Finkelstein, S. 1996. "Managing intellect." In M.L. Tushman and P.C. Anderson, *Managing Strategic Innovation and Change, A Collection of Readings*, Chapter 34: 506-523, New York: Oxford University Press.
17. Quinn, J.B., Anderson, P.C., and Finkelstein, S. 1996. "New forms of organizing." In H. Mintzberg and J.B. Quinn, *The Strategy Process: Concepts, Contexts, Cases*, (3rd Edition) Chapter 6: 350-362, Prentice Hall.

Reprinted in H. Mintzberg and J.B. Quinn, *Readings in the Strategy Process (3rd Edition)*, Chapter 6: 162-173.

18. Finkelstein, S. 1997. "Inter-industry merger patterns and resource dependence: A replication and extension of Pfeffer (1972)." *Strategic Management Journal*, 18: 787-810.
19. Finkelstein, S. and Boyd, B.K. 1998. "How much does the CEO matter?: The role of managerial discretion in the setting of CEO compensation." *Academy of Management Journal*, 41: 179-199.
20. Boyd, B.K., Finkelstein, S., Barkema, H., and Gomez-Mejia, L. 1998. "Matching diversification and compensation strategies." In Hitt, M.A., Ricart, J.E., & Nixon, R.D. (Eds.), *New Managerial Mindsets: Organizational Transformation and Strategy Implementation*, Chapter 9: 167-187, Chichester: John Wiley & Sons.
21. Larsson, R. and Finkelstein, S. 1999. "Integrating strategic, organizational, and human resource perspectives on mergers and acquisitions: A case survey of synergy realization." *Organization Science*, 10: 1-26 (lead article).
22. Haleblian, J. and Finkelstein, S. 1999. "The influence of organization acquisition experience on acquisition performance: A behavioral learning theory perspective". *Administrative Science Quarterly*, 44: 29-56.
23. Finkelstein, S. 1999. "Safe ways to cross the merger minefield." In *Financial Times Mastering Global Business: The Complete MBA Companion in Global Business*, 119-123. London: Financial Times Pitman Publishing.
24. Finkelstein, S. and Sanford, S. H. 2000. "Learning from corporate mistakes: The rise and fall of Iridium." *Organizational Dynamics*, 29(2): 138-148.
25. Geletkanycz, M. A., Boyd, B., and Finkelstein, S. 2001. "The strategic value of CEO external directorate networks: Implications for CEO compensation." *Strategic Management Journal*, 22: 889-898.
26. Finkelstein, S. 2001. "Internet startups in the new economy: So why can't they win?" *Journal of Business Strategy*, July/August, 22 (4): 16-21.
27. Finkelstein, S. 2001. "The myth of first-mover advantage for Internet startups." In *2002 Handbook of Business Strategy*, 39-46. New York: ED Media Group.
28. Finkelstein, S. and Haleblian, J. 2002. "Understanding acquisition performance: The role of transfer effects," *Organization Science*, 13: 36-47.

Reprinted in Krug, J. (Ed.), 2008. *Mergers & Acquisitions*, London: Sage Publications.

29. Finkelstein, S. 2002. "The myth of managerial superiority in Internet startups: An autopsy," *Organizational Dynamics*, 30(2): 172-185.
30. Finkelstein, S. 2002. "Planning in organizations: One vote for complexity." In Yammarino, F. J., and Dansereau, F. (Eds.), *Research in Multi-Level Issues, Volume 1, The Many Faces of Multi-Level Issues*, Oxford: Elsevier Science, 73-80.
31. Urch, C. E., and Finkelstein, S. 2002. "The Boston Red Sox and the integration of African American players." In M. Kanter (Ed.), *The Northern Game – and Beyond: Baseball in New England and Eastern Canada*, Cleveland, OH: Society for American Baseball Research, p. 5-8.
32. Finkelstein, S. and Mooney, A. 2003. "Not the usual suspects: How to use board process to make boards better," *Academy of Management Executive*, 17(2): 101-113 (*Finalist for Best Paper of the Year, Academy of Management Executive*).
33. Finkelstein, S. 2003. "Seven habits of spectacularly unsuccessful people," *Business Strategy Review*, 14 (4): 39-50.
34. Finkelstein, S. 2003. "GM and the great automation solution," *Business Strategy Review*, 14 (3): 18-24.
35. Finkelstein, S. 2003. "Toward developing an organizational capability of learning from mistakes." In C. Helfat (Ed.), *The SMS Blackwell Handbook of Organizational Capabilities: Emergence, Development and Change*, Malden, MA: Blackwell Publishers, 415-421.
36. Finkelstein, S. 2004. "Leadership and destructive self-confidence." In S. Chowdhury (Ed.), *Next Generation Business Handbook: New Strategies from Tomorrow's Thought Leaders*, New York: Wiley, 56-71.
37. Finkelstein, S., and Borg, S. 2004. "Strategy gone bad: doing the wrong thing." In *Handbook of Business Strategy*, New York: ED Media Group, 115-124.
38. Finkelstein, S. 2004. "The delusions of a dream company: How executives avoid facing reality," *Mt. Eliza Business Review*, 7(1): 18-23.
39. Finkelstein, S. 2004. "Seven habits of spectacularly unsuccessful executives and how to spot them," *Ivey Business Journal*, January-February: 1-6.

Reprinted in, 2005. *Strategy: Core Concepts, Analytical Tools, Readings, 2nd Edition*, New York: McGraw Hill.

40. Finkelstein, S. 2004. "Zombie businesses: How to learn from their mistakes," *Leader to Leader*, 32: 25-31.
41. Cooper, C. L. and Finkelstein, S. 2004. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 3*, Oxford: Elsevier, pages ix – xi.
42. Finkelstein, S. 2004. Contributor. In Ivancevich, J., and Lidwell, W. (Eds.), *Guidelines for Excellence in Management*, New York: Texere.
43. Mooney, A.C. & Finkelstein, S. 2004. "A new approach to improving board vigilance: Shift the focus to board process." In K.O. Cool, J.E. Hendersen, and R. Abate (Eds.), *Restructuring Strategy (SMS Book Series)*, New York: Blackwell Publishing, Oxford, UK, pages 268-288.
44. Cohn, K. H. and Finkelstein, S. 2005. "Seven unhealthy habits of hospital executives." In K. H. Cohn (Ed.), *Better Communication for Better Care: Mastering Physician-Administrator Collaboration*, Chicago: Health Administration Press, pages, 39-45.
45. Finkelstein, S. 2005. "Zombie Businesses," *The Human Factor*, 1(4): 40-44.
46. Cooper, C. L. and Finkelstein, S. 2005. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 4*, Oxford: Elsevier, pages ix – x.
47. Hambrick, D. C., Finkelstein, S., and Mooney, A. 2005. "Executive job demands: New insights for explaining strategic decisions and leader behaviors," *Academy of Management Review*, 30: 472-491.
48. Hambrick, D. C., Finkelstein, S., and Mooney, A. 2005. "Executives sometimes lose it, just like the rest of us," *Academy of Management Review*, 30: 503-508.
49. Hambrick, D. C., Finkelstein, S., Cho, T. S., and Jackson, E.M. 2005. "Isomorphism in reverse: Institutional theory as an explanation for recent intraindustry heterogenization and increased managerial discretion." In B. Staw and R. Kramer (Eds.), *Research in Organizational Behavior*, 26: 307-350, Greenwich, CT: JAI Press.
50. Finkelstein, S. 2005. "When bad things happen to good companies: Strategy failure and flawed executives," *Journal of Business Strategy*, 26 (2), 19-28.
51. Finkelstein, S. and Jackson, E. 2005. "Immunity from implosion: Building smart organizations," *Ivey Business Journal*, September/October, 1-7.
52. Boyd, B. K., Finkelstein, S., and Gove, S. 2005. "Determinants of accumulation advantage," *Strategic Management Journal*, 26: 841-854.

53. Quinn, J.B., Anderson, P.C., and Finkelstein, S. 2005. "Leveraging intellect." *Academy of Management Executive*, 19(4): 78-94 (reprinted in "Classic Articles from AME;" originally published in 1996).
54. Cooper, C. L. and Finkelstein, S. 2006. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 5*, Oxford: Elsevier, pages 1-7.
55. Finkelstein, S. and Jackson, E. 2006. "Reducing risk," *Leadership Excellence*, 23 (4): 9.
56. Finkelstein, S. 2006. "Why smart executives fail: Four case histories of how people learn the wrong lessons from history," *Business History*, 48 (2): 153-170 (lead article).
57. Lawton, T., Finkelstein, S., and Harvey, C., 2007. "Taking by storm: a breakout strategy," *Journal of Business Strategy*, 28 (2): 22-29.
58. Finkelstein, S. and Peteraf, M. A. 2007. "Managerial activities: A missing link in managerial discretion theory," *Strategic Organization*, 5: 237-248.
59. Cooper, C. L. and Finkelstein, S. 2007. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 6*, Oxford: Elsevier, ix-x.
60. Finkelstein, S., Harvey, C. and Lawton, T. 2008. "Vision by design: A reflexive approach to enterprise regeneration." *Journal of Business Strategy*, 29 (2): 4-13.
61. Finkelstein, S. and Cooper, C. L. 2008. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 7*, New York: Emerald, 1-3.
62. Finkelstein, S. 2009. "What boards need to know: Early warning signs that provide insight to what is really going on in companies." In Conger, J. (Ed.) *Boardroom Realities*. San Francisco: Jossey-Bass.
63. Finkelstein, S., Whitehead, J., and Campbell, A. 2009. "How emotional tagging can push leaders to make bad decisions," *Ivey Business Journal*, January/February, http://www.iveybusinessjournal.com/article.asp?intArticle_ID=807.

64. Finkelstein, S., Whitehead, J., and Campbell, A. 2009. "How inappropriate attachments can drive good leaders to make bad decisions," *Organizational Dynamics*, <http://dx.doi.org/10.1016/j.orgdyn.2009.02.007>.
65. Finkelstein, S. 2009. Why is Industry Related to CEO Compensation? A Managerial Discretion Explanation," *Open Ethics Journal*, 3: 42-56.
66. Kim, J. and Finkelstein, S. 2009. "The effects of strategic and locational complementarity on acquisition performance: Evidence from the U.S. commercial banking industry, 1989-2001," *Strategic Management Journal*, 30: 617-646.
67. Campbell, A., Whitehead, J., and Finkelstein, S. 2009. "Why good leaders make bad decisions," *Harvard Business Review*, February, 60-66.
Reprinted in HBR's 10 Must Reads On Emotional Intelligence, Harvard Business Review Press, 2015, 59-70.
68. Finkelstein, S. and Cooper, C. L. 2009. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 8*, New York: Emerald, i-x.
69. Finkelstein, S., Whitehead, J., and Campbell, A. 2009. "The Illusion of Smart Decision Making: The Past is Not Prologue," *Journal of Business Strategy*, 30 (6): 36-43.
70. "Think Again: Why Good Leaders Make Bad Decisions," *Business Strategy Review*, Summer, 2009, 20 (2): 62-66.
71. Finkelstein, S. and Cooper, C. L. 2010. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 9*, New York: Emerald, ix-xii.
72. Helfat, C. E., Finkelstein, S., Mitchell, W., Peteraf, M. A., Singh, H., Teece, D. J., and Winter, S. G. 2011. "Dynamic Capabilities Foundations." In Maritan, C. A., and Peteraf, M. A. (Eds.), *Competitive Strategy*, Cheltenham, UK: Edward Elgar
73. Jordan, J., Brown M., Treviño, L. K., and Finkelstein, S. 2011. "Someone to Look Up To: Executive-Follower Ethical Reasoning and Perceptions of Ethical Leadership." *Journal of Management*, 39: 660-683.
74. Kim, J., Haleblan, J., and Finkelstein, S. 2011. "When Firms Become Desperate to Grow via Acquisition: The Effect of Growth Patterns and Acquisition Experience on Acquisition Premiums," *Administrative Science Quarterly*, 56: 26-60.
75. Cooper, C. L. and Finkelstein, S. 2012. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 10*, New York: Emerald, ix-xi.
76. Finkelstein, S. and Cooper, C. L. 2012. "Introduction." In Finkelstein, S. and Cooper, C. L. (Eds.), *Advances in Mergers and Acquisitions, Volume 11*, New York: Emerald, ix-xi.

77. Cooper, C. L. and Finkelstein, S. 2013. "Introduction." In Cooper, C. L. and Finkelstein, S. (Eds.), *Advances in Mergers and Acquisitions, Volume 12*, New York: Emerald, ix-xi.
78. Finkelstein, S. "Zombie-virksomheder – Sådan lærer de af deres fejltagelser!" *Børsens Ledeshåndbøger: Strategi & Ledelse*, September 2014.
79. Finkelstein, S. and Cooper, C. L. 2014. "Introduction." In Finkelstein, S. and Cooper, C. L. (Eds.), *Advances in Mergers and Acquisitions, Volume 13*, New York: Emerald, ix-xi.
80. Cooper, C. L. and Finkelstein, S. 2015. "Introduction." In Finkelstein, S. and Cooper, C. L. (Eds.), *Advances in Mergers and Acquisitions, Volume 14*. Bingley, UK: Emerald, ix-xi.
81. Kim, J., Finkelstein, S., and Halebian, J. 2015. "All aspirations are not created equal: The differential effects of historical and social aspirations on acquisition behavior," *Academy of Management Journal*, 58: 1361-1388.
82. Finkelstein, S. and Cooper, C. L. 2016. "Introduction." In Finkelstein, S. and Cooper, C. L. (Eds.), *Advances in Mergers and Acquisitions, Volume 15*. Bingley, UK: Emerald, in press.
83. Finkelstein, S. 2016. "Lessons from the Superboss Playbook: A New Perspective on Talent," *Harvard Business Review*, January-February.

Case Studies and Notes

1. The Battle for Paramount Communication, Inc. (1994) (Published in Mintzberg and Quinn, "The Strategy Process, Third Edition", Englewood Cliffs, NJ: Prentice-Hall, 1996.)
2. Ashworth Bros., Inc. - Belt Division (1995)
3. McKenzie Seeds (1995)
4. The Orvis Company, Inc. (1995)
5. Jostens Inc. (1996)
6. Note on the Acquisition Integration Process (1996)
7. The Spalding - Evenflo Companies, Inc. (1997)
8. Boeing and McDonnell Douglas (1997)
9. Foto Fantasy: Web-Based Case (1997)
10. Boston Market (1997)
11. Citigroup, Inc.: A Revolution in Financial Services (1998)
12. Cisco Systems, Inc., and the Networking Equipment Industry (1998)
13. The Cell Phone Business at Motorola (1999)
14. Power Agent (2000)
15. Schwinn Bicycle Company (2000)
16. Oxford Health Systems (2000)
17. Saatchi and Saatchi (2000)
18. Johnson & Johnson in the Stent Business (2000)
19. Wang Laboratories: Leadership in Action (2000)

20. Venturing into PDA: The General Magic Story (2000)
21. General Motors and the Great Automation Fallacy (2000)
22. Mossimo, Inc. (2001)
23. Rubbermaid (2001)
24. Boston Red Sox (2001)
25. Snapple (2001)
26. Sony (2001)
27. Mattel (2002)
28. Snow Brands (2002)
29. Webvan (2002)
30. Note on the 5-Cs: A Modern Framework for Consolidation of Fragmented Industries (2002)
31. Note on M&A Integration: Death by One Thousand Mistakes (2002)
32. Snow Brands (2003)
33. ImClone and BMS (2003)
34. Cardinal Health (2003)
35. The Ethics of Competitive Intelligence (2005)
36. Katrina: What Took So Long? (2007)
37. BP and the Deepwater Horizon (2012)
38. TEPCO (2012)
39. Best Buy (2014)

Selected Academic Presentations

1. "Chief executive compensation: Beyond the economist's lens." Paper presented at the Academy of Management Annual National Meeting, San Diego, 1985.
2. "Managerial discretion: A bridge between polar views on organizations." Paper presented at the Academy of Management Annual National Meeting, San Diego, 1985.
3. "The acquisition integration process." Paper presented at the Academy of Management Annual National Meeting, Chicago, 1986.
4. "Managerial orientations and strategic outcomes." Paper presented at the Seventh Annual Strategic Management Society Conference, Boston, October, 1987.
5. "The diffusion of innovation in mergers and acquisitions: The role of experience." Paper presented at the Conference on Strategic Human Resource Management of Mergers and Acquisitions, Charleston, SC, October, 1988.
6. "Managerial orientations and organizational outcomes: The moderating role of managerial discretion." Paper presented at the Ninth Annual Strategic Management Society Conference, San Francisco, October, 1989.

7. "Senior management reward systems and strategic groups: The case of the electric utility industry." Paper presented at the Ninth Annual Strategic Management Society Conference, San Francisco, October, 1989.
8. "The strategic management of technology: Competing with technology in ethical pharmaceuticals." Paper presented at the Ninth Annual Strategic Management Society Conference, San Francisco, October, 1989.
9. "The role of experience in post-acquisition acquirer performance." Paper presented at the Ninth Annual Strategic Management Society Conference, San Francisco, October, 1989.
10. "Mergers and acquisitions." Chair of session at the Ninth Annual Strategic Management Society Conference, San Francisco, October, 1989.
11. "Top management teams: Toward a new research agenda." Chair of symposium at the Academy of Management Annual National Meeting, Washington, DC, August, 1989.
12. "Power in top management teams: Dimensions, measurement, and future research directions." Paper presented at the Academy of Management 49th Annual National Meeting, Washington, DC, August, 1989.
13. "Organizational integration of mergers and acquisitions: A case survey of synergy realization." Paper presented at the Tenth Annual Strategic Management Society Conference, Stockholm, Sweden, September, 1990.
14. "The role of top management team power in senior management reward systems." Paper presented at the Academy of Management 50th Annual National Meeting, San Francisco, August, 1990.
15. "Effects of strategic group membership and environmental change on senior management reward systems." Paper presented at the Academy of Management Annual National Meeting, San Francisco, August, 1990.
16. "Top management teams and strategic innovation: An empirical study in the life insurance industry." Paper presented at the Western Academy of Management Annual Meeting, Salt Lake City, UT, March, 1990.
17. "Structural interdependence and organizational response to technological innovation." Paper presented at the Second Conference on Strategic Leadership in High Technology Organizations, Boulder, CO, January, 1990.
18. "Senior management reward systems: How managerial power makes a difference." Paper presented at the Eleventh Annual Strategic Management Society Conference, Toronto, October, 1991.

19. "Chief executive compensation systems in changing environments and their impact on performance." Paper presented at the Eleventh Annual Strategic Management Society Conference, Toronto, October, 1991.
20. "Effects of strategic orientation and environmental change on senior management reward systems." Paper presented at the Minnesota Conference on Strategy Process, Minneapolis, October, 1991.
21. "The determinants of top management teams." Paper presented at the Academy of Management Annual National Meeting, Miami, August, 1991.
22. "The effects of top management team size and CEO dominance on performance in turbulent and stable environments." Paper presented at the Academy of Management Annual National Meeting, Las Vegas, August, 1992.
23. "Mergers and organizational interdependence: A longitudinal reanalysis." Paper presented at the Academy of Management Annual National Meeting, Las Vegas, August, 1992.
24. "The adoption of an administrative innovation: The case of outcome-based compensation plans." Paper presented at the National TIMS/ORSA Conference, Orlando, April, 1992
25. "Ideological, social, and strategic perspectives on corporate governance." Chair of session at the Thirteenth Annual Strategic Management Society Conference, Chicago, September, 1993.
26. "Dual board objectives of CEO accountability and entrenchment avoidance: The case of CEO duality. Paper presented at the Academy of Management Annual National Meeting, Atlanta, August, 1993.
27. "Where do we go from here? Future directions for research on strategic leadership." Ascendant Scholar presentation at the Western Academy of Management Annual Meeting, San Jose, March, 1993.
28. "Research on top management teams." Paper presented at the Academy of Management Annual National Meeting, Dallas, August, 1994.
29. "Does Strategy Research Matter? An Examination of Published Research & Influence". Paper presented at the Sixteenth Strategic Management Society Conference, Phoenix, November, 1996.
30. "Understanding pay dispersion within top management teams: A social comparison perspective". Paper presented at the Academy of Management Annual National Meeting, Cincinnati, August, 1996.

31. "Inter-industry merger patterns and resource dependence: A replication and extension of Pfeffer (1972)". Paper presented at the Academy of Management Annual National Meeting, Cincinnati, August, 1996.
32. "Matching CEO compensation practices to diversification strategies." Paper presented at the Seventeenth Strategic Management Society Conference, Barcelona, November, 1997.
33. "A social capital perspective on CEO compensation." Paper presented at the Seventeenth Strategic Management Society Conference, Barcelona, November, 1997.
34. "How much does the CEO matter? The role of managerial discretion in the setting of CEO compensation." Paper presented at the Academy of Management Annual Meeting, Boston, August, 1997.
35. "The influence of organization acquisition experience on acquisition performance: A behavioral learning theory perspective". Paper presented at the Academy of Management Annual Meeting, Boston, August, 1997.
36. "Understanding acquisition performance: The role of transfer effects". Paper presented at the Academy of Management Annual Meeting, Boston, August, 1997.
37. "Reaction to the MESO perspective in strategy research". Presented at the MESO Annual Conference, Amos Tuck School, Hanover, April, 1997.
38. "CEO compensation: A study of the effects of CEO external linkages." Paper presented at the Academy of Management Annual Meeting, San Diego, August, 1998.
39. "The influence of prior acquisition performance on subsequent acquisition likelihood: A behavioral learning theory perspective." Paper presented at the Academy of Management Annual Meeting, San Diego, August, 1998.
40. "Boards or directors, CEOs, and corporate governance." Paper presented at the Academy of Management Annual Meeting, San Diego, August, 1998.
41. "Psychodynamic problems in organizations: Arrogance and risk-taking in strategic leadership." Paper presented at the American Psychoanalytic Association Fall Meeting, New York, December, 1999.
42. "Toward developing an organizational capability of learning from mistakes." Paper presented at the Conference on Evolution of Firm Capabilities, Hanover, NH, September, 1999.
43. "Learning from corporate mistakes." Paper presented at the CEO Leadership Summit, Atlanta, September, 1999.

44. "Isomorphism in reverse: How macrocultural forces have worked against the 'inexorable homogenization hypothesis'." Paper presented at the Academy of Management Annual Meeting, Toronto, August, 2000.
45. "Choosing not to cope: Lessons from the "Great Mistakes" project." Paper presented at Grand Rounds, Department of Psychiatry, Dartmouth Medical School, Hanover, NH, June, 2000.
46. "Accumulation advantage within the strategy discipline: Determinants and relationship to paradigm development," Paper presented at the 21st Strategic Management Society Annual International Conference, San Francisco, October, 2001.
47. "Brother can you spare a (para)digm? The role of particularism and universalism on research outcomes," Paper presented at the Academy of Management Annual Meeting, Washington, August, 2001.
48. "Not the usual suspects: An exploration and conceptualization of board process." Paper presented at the 22nd Strategic Management Society Annual International Conference, Paris, September, 2002. Winner of the McKinsey & Company Strategic Management Society Best Conference Paper Prize Honorable Mention.
49. "Learning from acquisition experience in the US commercial banking industry." Paper presented at the 22nd Strategic Management Society Annual International Conference, Paris, September, 2002.
50. "Executive slack: A conceptual introduction and explanation for CEOs' outside board seats," Paper presented at the Academy of Management Annual Meeting, Denver, August, 2002.
51. "The Future of the CEO." Presentation at the 23rd Strategic Management Society Annual International Conference, Baltimore, November, 2003.
52. "Organizational capabilities: emergence, development, change." Presentation at the 23rd Strategic Management Society Annual International Conference, Baltimore, November, 2003.
53. "Why smart executives fail." Paper presented at the Academy of Management Annual Meeting, Seattle, August, 2003.
54. "Why smart executives fail: Effects on corporate reputation." Presentation at the Reputation Institute Conference, Fort Lauderdale, May, 2004
55. "The role of aspiration in acquisition likelihood." Paper presented at the Academy of Management Annual Meeting, New Orleans, August, 2004.

56. "The effects of strategic and acquisition complementarity on acquisition performance." Paper presented at the Academy of Management Annual Meeting, Honolulu, August, 2005.
57. "Dynamic capabilities and resource-based change." Panel presentation at the 25th Strategic Management Society Annual International Conference, Orlando, October, 2005.
58. "Strategy research: Retrospective and forward view." Panel presentation at the 25th Strategic Management Annual International Conference, Orlando, October, 2005.
59. "Delivery vision: Shaping a dynamic strategic future through realizing stakeholder needs and aspirations." Paper presented at the 25th Strategic Management Annual International Conference, Orlando, October, 2005.
60. "Building smart leadership." Paper presented at the IPSI conference, Marbella, Spain, February, 2006.
61. "What are they feeling? Perspectives on emotions and leadership." Presentation at the Academy of Management Annual Meeting, Atlanta, August, 2006.
62. "Scholars and practitioners: Advancing theory and practice through symbiotic relationships." Presentation at the Academy of Management Annual Meeting, Atlanta, August, 2006.
63. "In search of mediocrity: Contrarian perspectives on competence and incompetence." Presentation at the Academy of Management Annual Meeting, Atlanta, August, 2006.
64. "Dynamic capabilities: Understanding strategic change in organizations." Presentation at the Academy of Management Annual Meeting, Atlanta, August, 2006.
65. "Governance: A high powered look at CEO incentives." Discussant for panel at the Academy of Management Annual Meeting, Atlanta, August, 2006.
66. "Diversification/M&A: Learning to buy and buying to learn." Paper presented at the Academy of Management Annual Meeting, Atlanta, August, 2006.
67. "The effects of firm growth, strategic complementarity, and acquisition performance on acquisition premiums." Paper presented at the 26th Strategic Management Society Annual International Conference, Vienna, October, 2006.
68. "Upper echelons: Top management teams, board, and governance practices." Common Ground facilitator at the 26th Strategic Management Society Annual International Conference, Vienna, October, 2006.

69. "Executive job demands: Definition and measurement." Paper presented at the Academy of Management Annual Meeting, Philadelphia, 2007.
70. "Managerial activities: A missing link in managerial discretion theory." Presentation at the Academy of Management Annual Meeting, Philadelphia, 2007.
71. "What boards need to know: Early warning signs that provide insight to what is really going on in companies." Paper presented at the Kravis Leadership Conference, New York, 2008.
72. "The effects of strategic and locational complementarity on acquisition performance: Evidence from the U.S. commercial banking industry, 1989-2001. Paper presented at the Atlanta Competitive Advantage Conference, 2008.
73. "Cognitive moral development and follower perceptions of executive ethical leadership." Paper presented at the Academy of Management Annual Meeting, Anaheim, 2008.
74. "Can acquirers learn to pay less for targets?" Paper presented at the Academy of Management Annual Meeting, Anaheim, 2008.
75. "Why do some acquirers pay more for targets?" Paper presented at the 28th Strategic Management Society Annual International Conference, Cologne, October, 2008.
76. "The fog of feedback: Performance feedback amidst turbulent, complex and ambiguous environments." Paper presentation at the Academy of Management Annual Meeting, San Antonio, 2011.
77. "Strategic Leadership: Research Questions." Panel presentation at the 32nd Strategic Management Society Annual International Conference, Prague, October, 2012.
78. "Capabilities in Mergers and Acquisitions." Panel presentation at the 32nd Strategic Management Society Annual International Conference, Prague, October, 2012.
79. "Managers in Strategic Management." Keynote presentation at the 5th Israel Strategy Conference, Tel Aviv, December 2012.
80. "Leaders and Strategy: The Unbreakable Bond." Panel presentation at the Executive Conference on Next Generation Companies, Copenhagen Business School, June 13, 2014.
81. "Do CEOs Matter." Plenary panel at the Strategic Management Society Special Conference in Copenhagen, June 15, 2014.
82. "Psychological Foundations of Management." Distinguished speaker on PDW Panel at the Academy of Management Annual Meeting, Vancouver, 2015.

83. “Behavioral Strategy.” PDW Panel at the Academy of Management Annual Meeting, Vancouver, 2015.
84. “Careers and Governance.” Panel presenter at the Academy of Management Annual Meeting, Vancouver, August 2015.

Professional Awards and Honors

- On Thinkers 50 list of top management experts in the world, 2013, 2015.
- *Superbosses* named by Amazon as one of the Best Business Books of the Year, 2016.
- Finalists for the Academy of Management Terry Book Award, 2010 (“Strategic Leadership,” and “Think Again.”)
- Emerald Management Reviews Citation of Excellence (for having been selected as one of the 50 best articles published in 2009 (out of 15,000) in management) for “Inappropriate Attachments.”
- Elected as a Fellow of the Academy of Management in 2007.
- Article included in Special issue: Classic Articles from AME, which “reprises and celebrates the most enduring articles from its past as chosen by the editors.” Academy of Management Executive, 2005.
- Finalist for the Academy of Management Executive Best Article of the Year, 2004.
- Honorable Mention for the McKinsey & Co. SMS Best Conference Paper Prize, 2002.
- Finalist for the Academy of Management’s George R. Terry Award, 1998
- Academy of Management Executive Best Article of the Year, 1997.
- Selected as one of the “Best Papers,” SMS Annual Conference, 1997.
- Citations of Excellence, ANBAR Management Intelligence, for "Interindustry Merger Patterns" (1998) and “Leveraging Intellect" (1997).
- Ascendant Scholar, Western Academy of Management, 1993.
- The Leadership Research Fund, The Leadership Institute, USC, 1993.
- Zumberge Faculty Research and Innovation Fund, USC, 1991-1992.
- Cenafoni Award for Best Research Proposal in Entrepreneurship, 1991.
- A.T. Kearney Award Finalist, 1988.
- Irwin Foundation Fellowship, 1986-1987.

Board Memberships

- Assembly of Overseers, Mary Hitchcock Memorial Hospital
- Board of Overseers, Dartmouth College Hillel

Editorial Review Boards

- *Administrative Science Quarterly* (1996 - 2008)

- *Strategic Organization* (2001 – 2009)
- *Journal of Business Strategy* (2003 – present)
- *Journal of Strategy and Management* (2008 – present)
- *Strategic Management Journal* (1994 - 2007)
- *Academy of Management Journal* (1991-1996)
- *Journal of Management* (1989-1999; *Consulting Editor* 1995-1999)
- *Organization Science* (1995 - 2002)

Additional Service to the Profession

- Research Committee of BPS Division of Academy of Management (1991-1993)
- Reviewer for Dissertation Competition for BPS Division (various years)
- Task force on "Innovating the BPS Program" in the BPS Division (1994-1995)
- Executive Committee of BPS Division (1995-1997)
- Member of Blue Ribbon Panel on Leadership in Management Education for the 21st Century, Academy of Management (1997-1998)
- Faculty Participant, and Faculty Leader, in the BPS Junior Faculty Workshop (various years)
- Member of Review Panel for the Strategic Management Society Conference (various times)
- Moderator of Panel on Executive Compensation for the Academy of Management (2004)
- Ad Hoc reviewer for *Academy of Management Review*, *Academy of Management Executive*
- Reviewer for BPS and OMT Divisions.