

Interfaces of Strategic Leaders: Developing a Future Research Agenda

Zeki Simsek, Ciaran Heavey, Brian Fox

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Academy of Management Annual Conference | Anaheim, CA | August 2016



Our intent in assembling this symposium was to highlight the critical role of *interfaces* in understanding strategic leadership.

Strategic Leader Interface: The set of patterned social situations and exchanges where strategic leaders of the firm interact (or not) with one another, as well as with internal and external stakeholders, to shape the firm's strategy, choices, and performance.

Within Strategic
Leader Team

- CEO – TMT
- Within TMT
- CEO – CISO

With Internal
Stakeholders

- CEO – middle management
- TMT – board
- CEO – employees

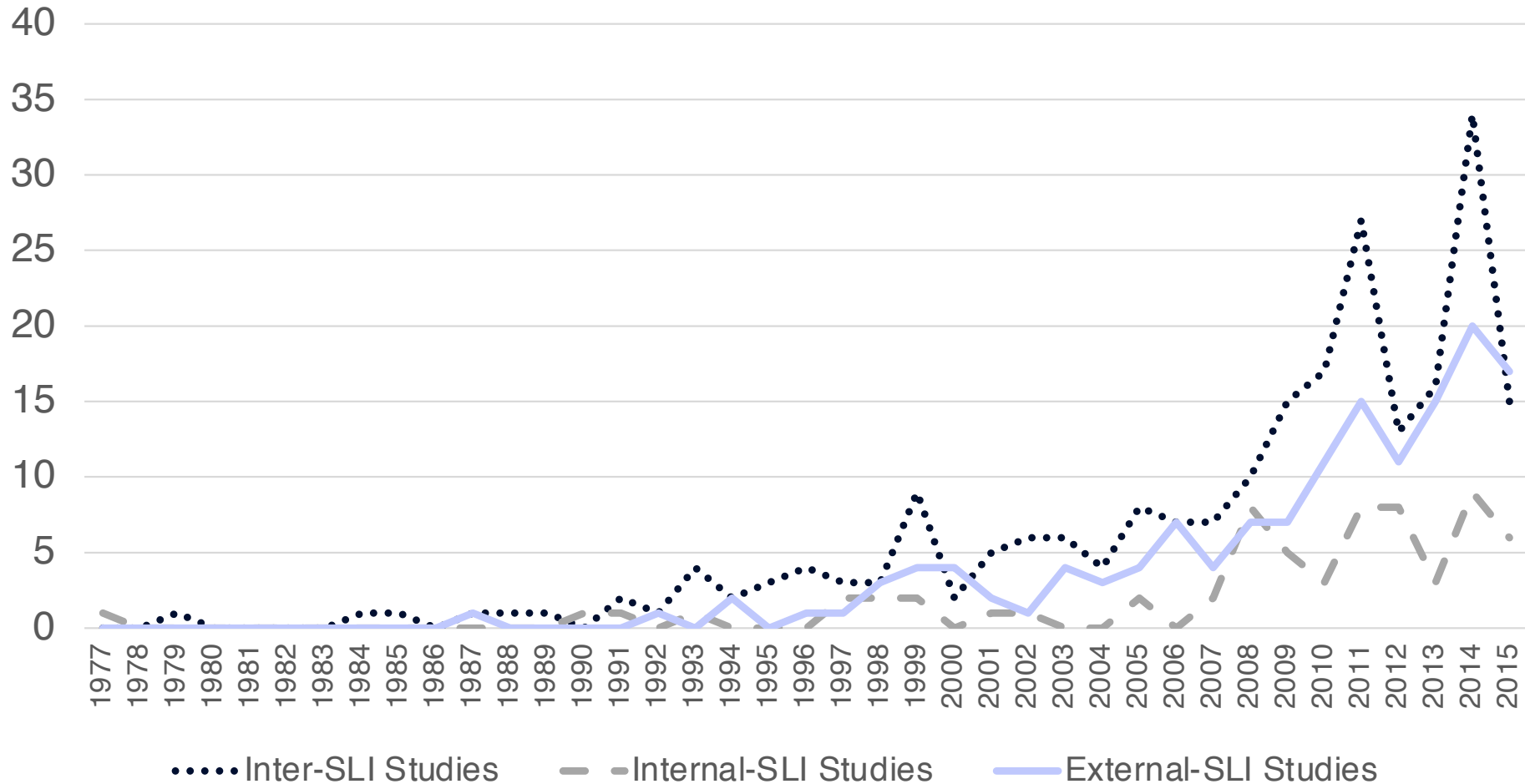
With External
Stakeholders

- TMT – financial analysts
- CEO – customers
- CEO – government

Researchers from both the strategic and the micro-leadership literatures are recognizing the crucial role of various interfaces.



Articles published by year

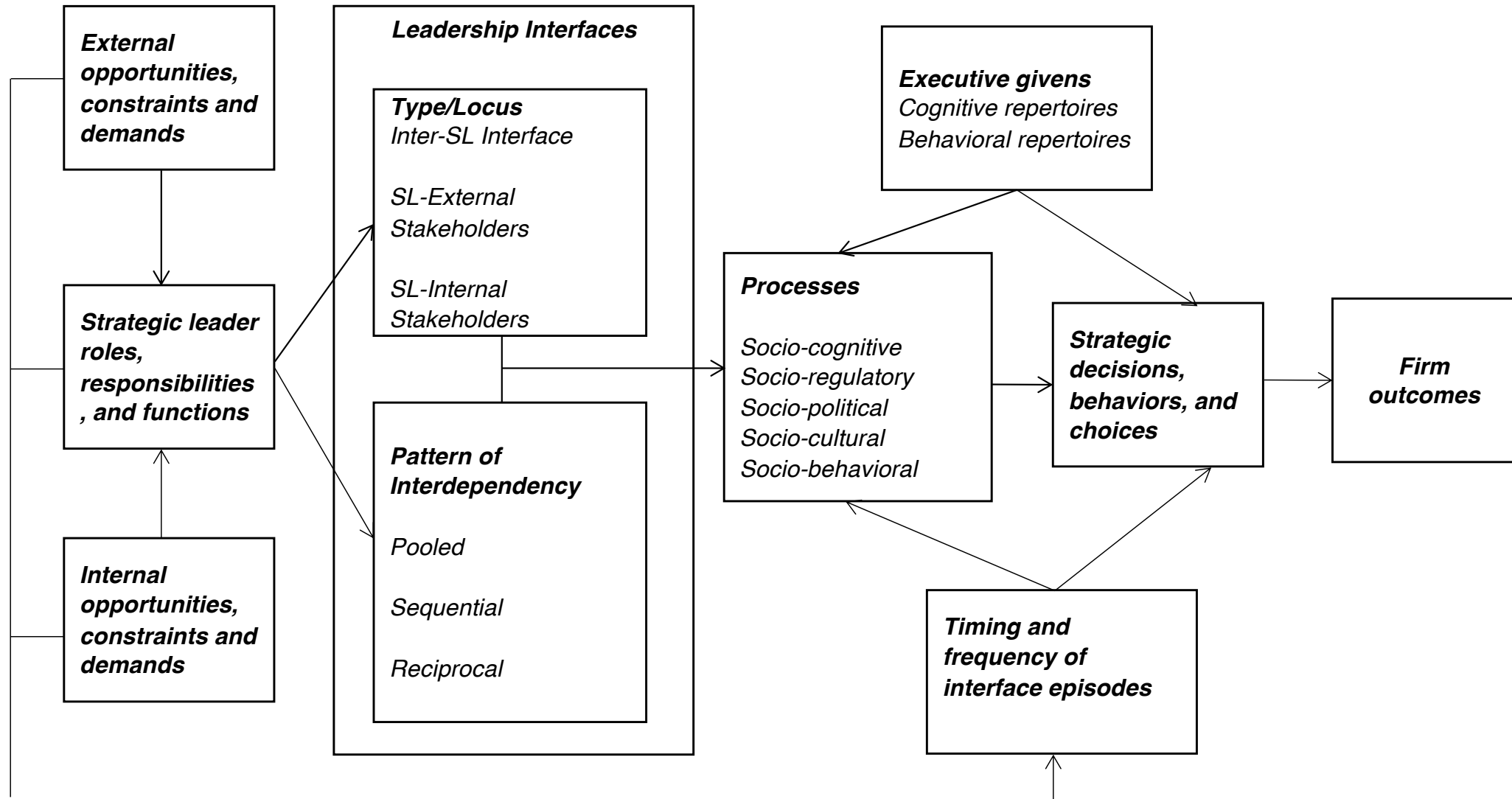


Data source: Web of Science.



As you listen to the presentations today and during the discussion period, here is one candidate model to keep in mind.

A model for consideration





We are all very lucky to have such a range of excellent speakers that will provide us with a deeper look at these interfaces.



Rich Klimoski
Professor, George Mason University

Interfaces of Strategic Leadership:
Addressing the Challenge of Cyber Security Threats



Nathan Hiller
Associate Professor, Florida International University

Should our Whole Team Always Seek Behavioral Integration?
A Contingent Coordination Approach



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Craig Crossland
Associate Professor, University of Notre Dame

The Effects of CEO Generalized Self-Efficacy
on the CEO-TMT Interface



R. Michael Holmes
Associate Professor, Florida State University

Is Time Money? How Outcome Magnitude and Timing Shape
Opportunity Exploitation Decisions

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Dimitrios Georgakakis
Research Fellow, University of St. Gallen

The CEO – TMT Interface: A Cross-Disciplinary Review,
Role Synthesis, and Research Agenda



Steven Floyd
Professor, University of Massachusetts - Amherst

Discussant



As you listen to these presentations today and participate in the discussion, think about some of the following questions:

How does the structure of the interface influence team processes, and vice versa?

Who should be, and who actually is, present at these interfaces?

How do the different processes unfolding at the interface interact with one another?

How do interfaces shed insight on the joint processes of strategy formulation and implementation?

Are these interfaces continuous or episodic?

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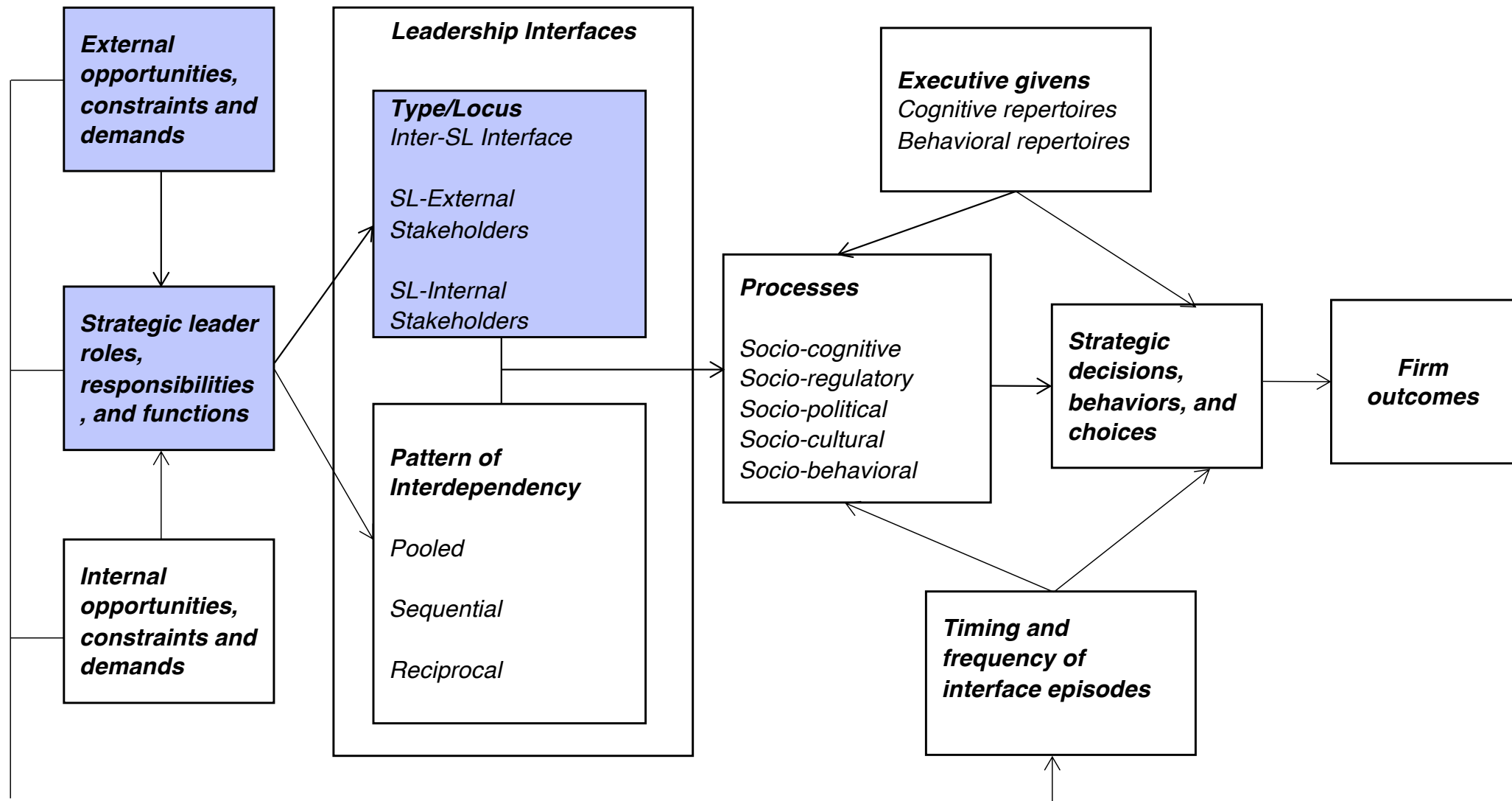
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We hope that this set of presentations has provided you with a deeper appreciation for interfaces and their pervasive influence.

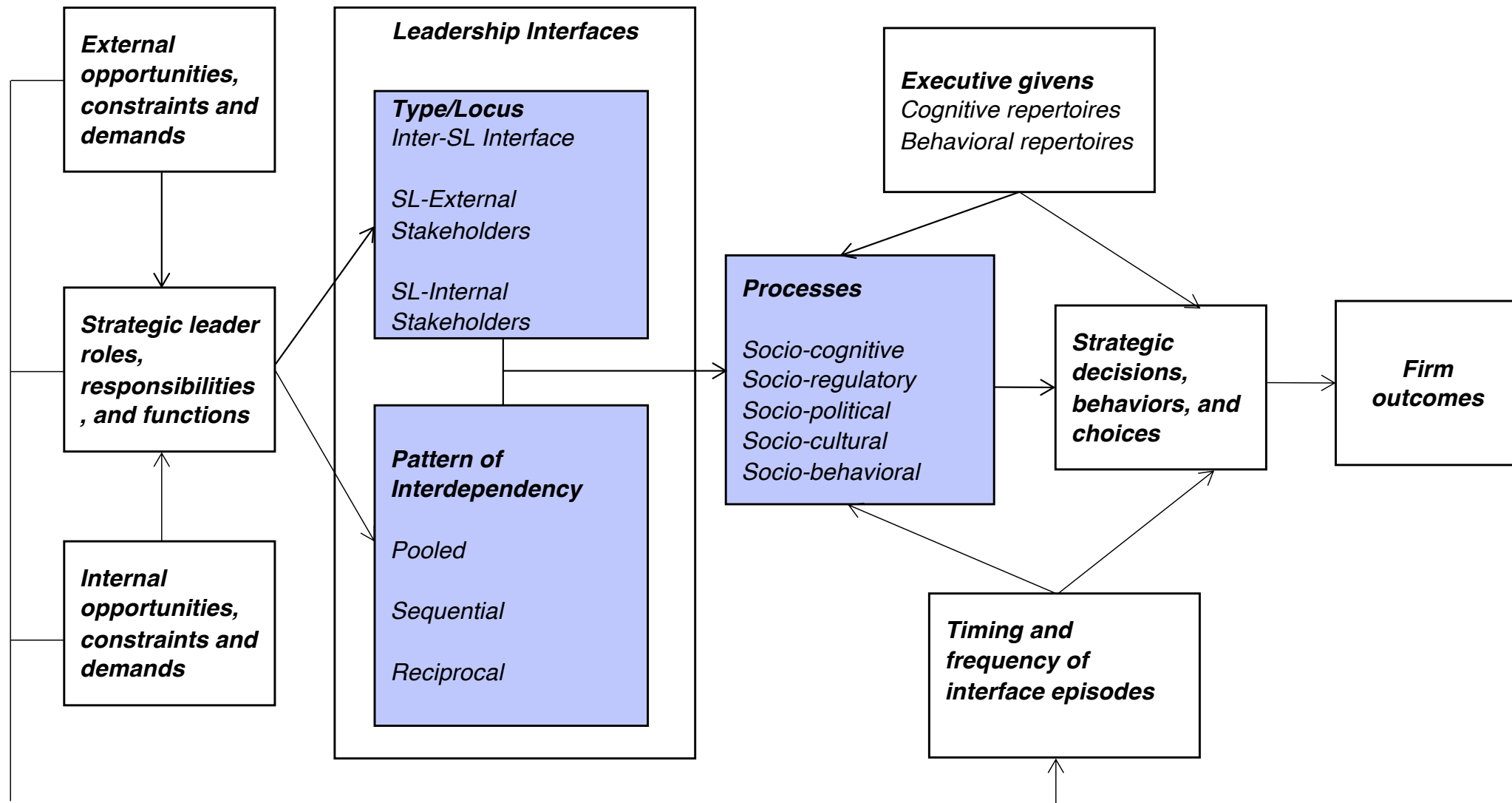
Klimoski





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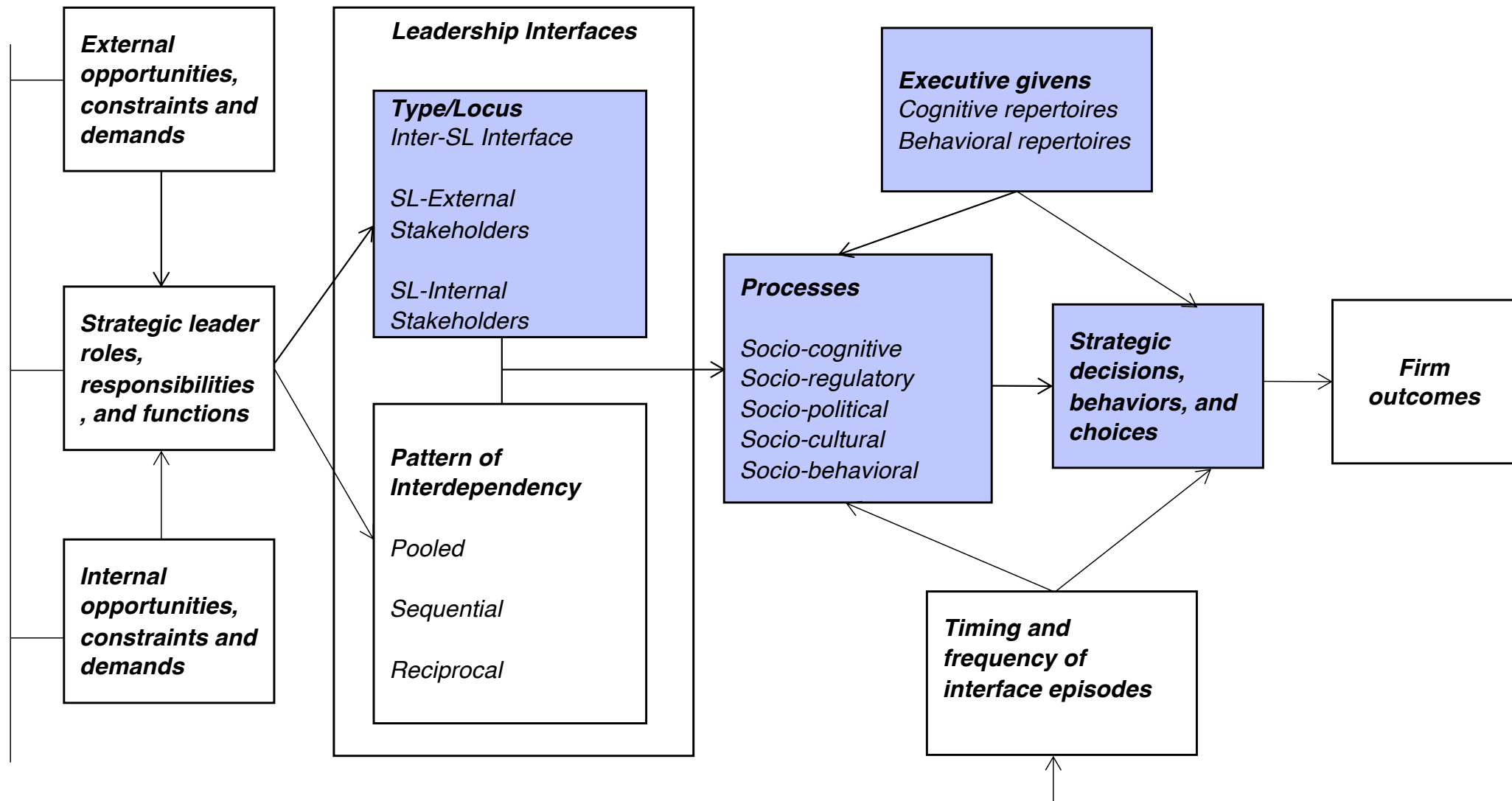
Hiller





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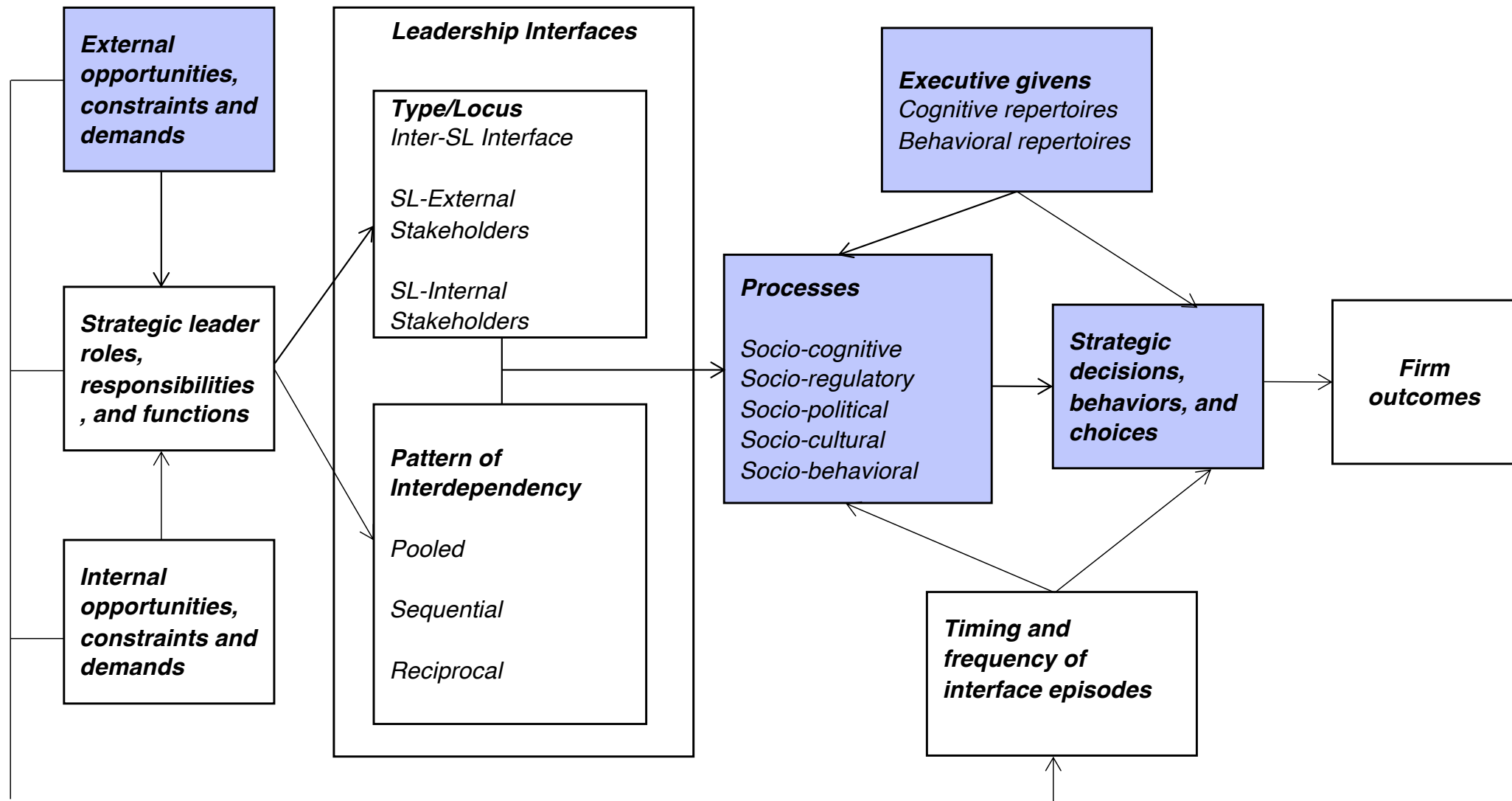
Crossland





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Holmes





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Georgakakis

