

# Top management team impact on organizations: determinants from inside and outside the boardroom

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Stellingen behorende bij het proefschrift:

Top Management Team Impact on Organizations:  
Determinants from Inside and Outside the Boardroom

van

Anneloes M. L. Raes

1. Contrary to the popular belief that in well-functioning teams the level of trust increases over time whereas that of conflict decreases, a more realistic scenario for teams to strive for is that trust and conflict remain stable on their initial levels.  
*(Chapter 3 of this dissertation)*
2. Top management teams' performance should not only be measured along the financial results of an organization, but also on a variety of other indicators, such as team unity and moral leadership, that reflect more closely the actual outcomes of top management teams' work.  
*(Chapter 5 of this dissertation)*
3. Top management team collective leadership is more than the sum of top managers' individual leadership.  
*(Chapter 6 of this dissertation)*
4. In order to open the often mentioned 'black box' of top management team impact on organizations, researchers should start thinking *outside* the box. That is, they should consider the interface of top management team and middle managers in addition to the traditionally investigated factors of team composition, internal processes, and states.  
*(Chapter 4, 5, and 6 of this dissertation)*
5. Goethe's statement: 'In der Beschränkung zeigt sich der Meister' is particularly applicable to reporting qualitative research.
6. Since theories in social science can be self-fulfilling, so called 'positive' theories from the field of positive organizational scholarship should be widely promoted.
7. Researchers' likelihood of studying organizational phenomena with time-sensitive, longitudinal research designs is inversely related to the awareness of the role of time in their own careers.
8. A theory is considered great, not when it is true, but when it is interesting.  
*(Based on: Davis, M.S. 1971. That's interesting! Towards a phenomenology of sociology and a sociology of phenomenology. *Philosophy of the Social Sciences*, 1, 309-344)*
9. If something is worth doing, it is worth doing well.