

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.