
Index

- Abera, H. B. 339, 343
Åberg, C. 402, 403
Abor, J. 349
Abs, Hermann Joseph 244
accelerated globalization, of capital markets 315
accountability 4, 5, 32
 board 107, 110
 chairperson 229, 237, 247, 248
'Accountable Capitalism Act' in the US 5
Achleitner, Paul 236, 239, 245
active monitoring 121
Adams, R. 200
advice provision 23, 25, 27
affective conflict 79, 80, 90–92
 regression analysis 63
 and moderation analysis 66–67
 and trust 54, 57, 59, 68
affective trust 50, 51, 224
African boards of directors 330
 as analytical framework 331
 board demography-output approach 332–333
 board dynamics-output approach 333–334
 boards' antecedents 338, 340–341
 boards as organizational outcomes'
 determinants 342, 344–347
 comparative trends 337
 disclosure/audit and disclosure quality 342, 348
 disclosure/quality of corporate governance 338–339
 within firm-level governance 332, 350–351
 governance bundles 335
 interplay between country- and firm-level governance 336
 within multi-level governance 335, 351–352
 organizational outcomes 349–350
 performance 339, 348–349
 research perspectives on 336–350
 scope of extant research on 350
 surveying 331
 TMT–board interface 342
 TMT–board interface/women leadership 349
African economies 330
agency theory 6, 104, 140–142, 149, 151
age of the company 127
AGMs *see* annual general meetings (AGMs)
Agrawal, A. 184
Aguilar, L. A. 407
Aguilera, R. V. 303, 336
Agyei-Mensah, B. K. 343, 351
Ahulu, H. 343
Air New Zealand 219–220
Al Farooque, O. 343
Alnabsha, A. 343
Amason, A. 90, 91
American Bar Association (ABA) 390, 391
 Task Force on Sustainable Development 387
Anderson, R. C. 144
Andres, C. 144
Anglo-American corporate governance 2, 3, 87, 181, 186, 193
Anglo-American liberal market 320
Anifowose, M. 343, 348, 352
annual general meetings (AGMs) 407
Arosa, B. 144
Arregle, J. L. 145
ASX Corporate Governance Council (ASXCGC) Principles and Recommendations 172, 180, 181
ASX Top 200 186
Australia 171, 173
 and Bangladesh, National Business System 175–179, 181
 capital markets 175
 compulsory education framework 176
 financial and general literacy 180
 independent directors 179
 investment 176
 markets participation level 176
 public expenditure 177
 rules and criteria for independence 180
 social rationale for independent directors 184
 statutory authority 177
 see also Bangladesh
Australian Corporations Act 2001 177, 184, 390
Australian Governance Leadership Centre 180
Australian Stock Exchange (ASX) 172, 175
authentic pride 83
 hubristic pride 101
Bainbridge, S. M. 214–215
Bangladesh 171, 173–174

- appointing independent directors 186
- Australia and, National Business System 175–179
- corporate governance 173
- cultural differences 181
- education and financial literacy 177, 178
- emerging economy 181, 182
- high power distance 178
- institutional differences 181, 182
- interpersonal trust 178
- legal institutions 178
- level of independence and professionalism 182
- market risk 183
- policy of privatisation 178
- political power of 183
- rule of law 178
- stock markets crashes (1996 and 2010–11) 183
- weak investor protection 176
- Bangladesh Bank 174
- Bangladesh Companies Act 1994 176, 177, 184
- Bangladesh Securities Exchange Commission (BSEC) 174–177, 182, 183
- Bankewitz, M. 401, 402
- Bank of New Zealand (BNZ) 220–223, 226
- Bansal, P. 309
- Barac, K. 342, 349
- Barako, D. G. 338, 343
- Barker, S. 389–391
- Barontini, R. 151
- Barros, V. 383
- Barsade, S. G. 79
- Basco, R. 143, 145, 159–160
- Baumeister, R. F. 84
- Bauweraerts, J. 145
- Baysinger, B. 121
- Baysinger, B. D. 298
- Bazerman, M. H. 88
- Becker, W. 362
- behavioral approaches 105–106
- Behavioral Governance Group 109
- behavioral theory, of corporate governance 78
- behavioural research 49
- behaviour of non-family directors 124
- Belgian family firms 145
- Belgium Stock Exchange large-capitalisation (BEL 20) 33
- benevolence 65
- Ben-Hassoun, A. 351
- Bennedsen, M. 155
- Ben Othman, H. 338, 339
- Benson, J. K. 201
- Berger, J. 19
- Berle, A. 104
- Berman, S. J. 447
- Bettinelli, C. 159
- Bezemer, P. J. 110, 334
- Bhagat, S. 180
- Biekpe, N. 349
- Bierly, P. E. 52
- Biggins, J. V. 65
- Bingham, J. B. 154
- Black, B. S. 180
- Blair, Margaret 209
- Bleicher, K. 362
- block-holders 121, 194
 - and CEOs 122
 - coalitions 125
- Block, J. H. 154
- Bloomberg, M. R. 385, 386
- board accountability 5, 107, 110
- board activities, standardization of 298–299
- board agenda, organising 40–42
- board antecedents, in family firms 159–161
- board behavior 78, 80, 91–93
- board capital 5
- board–CEO engagement 37–40, 46
 - supportive 39–40
 - timely engagement 37–39
- board chair 231
- board cognitive dynamics 80, 92
- board cohesiveness 80, 87–89
- board competencies and mind-sets 450–451
- board composition 105, 111, 134
 - in family businesses 141–145, 149, 150
 - and firm performance 144–145
 - and independent directors 182
 - standardization of 294–298
- board contributions, role of the chair in 42–43
- board control and service tasks 334
- board debate, role of the chair 42–43
- board decision-making 78–80, 83, 89, 91
- board demography-output approach, Africa 332–333
- board development 65–68
- board diversity 78–79
- board dynamics 109–112
 - impact of narcissism on
 - constructively narcissistic board 87–89
 - constructively narcissistic CEO 87, 89–92
 - destructively narcissistic board 89–92
 - destructively narcissistic CEO 88–89, 92
 - narcissism as relevant trait in 80–81
 - role of the chair 42–43
- board dynamics-output approach, Africa 333–334
- board effectiveness 16–17
- board engagement 40–42
 - policy and practice 36

- board evaluation 65–68
- board evolution 305–306
- board–firm performance relationships 331, 332
- board functions 202–203
- board incentives 105
- board independence 170
 - in family business 143–148
- board informal hierarchy 17–18, 24
 - advice provision 23, 25
 - board performance 22
 - defined 17
 - diffuse and status characteristics 19–21
 - expert or non-expert directors 23–24
 - influence 24–25
 - operationalizing 30
 - steepness of 17–18, 21–22
- board interlocks 20, 23, 26
- board involvement, in strategy development 45
- board leadership 32–34
- board/management initiated actions 216
- board meetings 42–45, 110, 112
 - frequency 57–59, 63, 64, 65
 - weakening effect 58
- board members 4–6
 - competence 52, 53, 58, 63, 65
 - regression and moderation analyses 66–67
 - trust 56, 58, 64–68
 - personality 69
 - personal life 69
 - professional life 69
 - tenure 55–57, 64, 65
 - trust 88
- board monitoring 120–122, 140, 160
 - by family vs. non-family block-holders 122–123
 - and non-family CEOs replacement decisions 122–124
- board performance 22, 24, 25
 - monitoring 22, 25
- board processes 107–109, 111–112
- board-process-oriented model 334
- board reform, 21st century 293–294
- board research, limitations and future 69–70
- board responsibilities 22
- boardroom behaviors research 113
- boardroom dynamics 106, 110, 111, 114
- boardroom effectiveness 33
- boardroom, power, accountability, and strategizing 106–107
- boards
 - capacity issues 215
 - chairperson of 215
 - concern for stakeholders 223
 - corporate 223–224
 - as corporate leader 212
 - developing gender diversity in workplace 221–222
 - interactions with stakeholders 215–216
 - in rebuilding stakeholder relationships 217–218
 - role in company's diversity strategy 220–222
- board size–firm financial performance relationship 332
- boards of directors 16, 18, 209, 213, 229
 - advice and counsel to senior management 22
 - affect-based trust 224
 - African *see* African boards of directors
 - black box of 105–106
 - board dynamics 109–112
 - board interactions and rituals 109
 - board processes 107–109, 111–112
 - directors' participation 109–110
 - group processes 110–111
 - not-for-profit organizations 109
 - power, accountability, and strategizing 106–107
 - psychological factors 110–111
 - sense-making over long time periods 108–109
 - social dynamics 110–111
 - tasks performance 107–108
 - changes in 320–324
 - characteristics 20, 141, 144
 - context sensitivity 3–7
 - decision-making 111–112
 - family representation in 123–124
 - and firm performance 112
 - informal hierarchy 24, 25
 - input–output model 103, 141–143
 - agency theory 104
 - combined approach 158–159
 - demographic variables 105
 - empirical studies on US public companies 104
 - family businesses *see* family businesses
 - family succession as bivalent attribute 155, 158
 - interviews, value and value creation 431–433
 - data analysis and results 433–437
 - role in family businesses 140–141
 - structural aspects 427, 438, 439
 - tenure 20
 - union representative 219–220
- board's sovereignty 214–215
- board–stakeholder relationships 209, 210, 222, 224
 - building 215–216
 - chair in 223
 - directors in 215
 - future research 226

- for governance research 225
- in three cases 223
- trust-based relationship 224
- board structure, standardization of 298
- board tasks and decision-making 451
- board tenure 20, 23, 55–57, 63, 64, 65
- board training 65–68
- board trust, definition of 51
- Bodolica, V. 78
- Bokpin, G. A. 339, 350
- Bond, John 233, 242
- Bosch Committee 172
- Bose, I. 182, 186
- bounded rationality 194, 199–200, 204
- Bourdieu's theory of practice 6
- Bouton Commission 322
- Bowen, F. 376
- Brauchitsch, E. 369
- Braun, M. 151
- Bravo, F. 199
- Brooks, A. 186
- Brown, W. A. 80
- Brynjolfsson, E. 448
- BSEC *see* Bangladesh Securities Exchange Commission (BSEC)
- Buchholtz, A. K. 91
- Buitendag, N. 348
- Bunderson, J. S. 18
- bundle of governance mechanisms 331, 335
- business challenges 37, 39, 40
- business elites 3, 4
- business groups 255, 256
 - Chilean 258
 - family-owned hierarchical 258
 - multiple board memberships 258–259
- business-oriented board role performance 159
- Butler, H. N. 298
- Byron, K. 301

- Cabeza-Garcia, L. 154
- Cadbury, A. 420, 421
- Cadbury Committee Report (1992) 172, 41, 169
- Calabrò, A. 142, 145, 160
- Campbell, W. K. 86
- capitalism 6
 - French 317
- capital market
 - development of 318
 - globalization of 315
- Caprio, L. 151
- Carney, M. 388, 392, 393
- Carr, Roger 238
- Castaner, X. 324, 325
- centralization 18

- CEO *see* Chief Executive Officer (CEO)
- CEO–board relationship 111
- CEO family ties 149, 151
- CEO replacement decision 122–124
- CERES *see* Coalition for Environmentally Responsible Economies (CERES)
- chairman 231
- Chairman's Forum, US 241
- chairpersons 229–231, 247
 - accountability 229, 237, 247, 248
 - board members 235
 - CEO's performance and 237, 238
 - separation of roles 240–242
 - data collection process 231–232
 - discourse analysis 231–232
 - diversity management 234–235
 - freedom of choice 41
 - free to decide 41
 - future research 249
 - governance perspective opinion 233–234
 - headhunter opinion 233
 - independent 243
 - interview 34–35
 - investor opinion 233
 - as leader of the board 32–34
 - leadership 235–236
 - legal framework of company 234
 - progression from CEO to 242–244
 - remuneration 237
 - reputation 237
 - responsibility 40
 - rise to influential position 236
 - rising pay for 237
 - role 31–33, 35, 38
 - in board debate, dynamics and contribution 42–45
 - role and duties 247
 - shareholders and 233, 239, 248
 - succession 239
 - supervisory 231, 244–246
 - tasks of 33, 42
 - TET on role of 232–233
 - traits and characteristics 248
- Chait, R. P. 79
- Chamisa, E. 349
- Chen, E. T. 144, 151
- Chen, H. L. 145
- Chiang, H.-T. 199
- Chief Executive Officer (CEO) 229, 236, 241, 248
 - block-holders and 122
 - chairperson and 240–242
 - separation of roles 240–242
 - as constructive narcissist 80, 87, 89–93
 - as destructive narcissist 92

- as destructive narcissists 80, 88–89, 92
- duality in family businesses 151
- and firm performance 152–153
- honest incompetence 205
- interview 34–35
- poor performance 128, 132
- progression from, to chairperson 242–244
- replacement 120–122, 128–130, 134
 - by monitoring *see* Italian firms
- strategy development 233
- succession 155, 158
- tenure 127
- turnover 121, 124, 126, 133
 - in family-controlled companies 129, 131–132
 - in non-family-controlled companies 129
- vision 44
- Chikh, S. 319
- Chilean business groups 258
- Chiu, S.-T. 199
- Chizea, J. J. 339
- Choudhury, J. 182
- Chou, H.-I. 194
- Cirillo, A. 149
- Clair (Director, Sweden) 435, 436
- Clark, C. 334
- Clift, B. 320
- climate change 383, 387
 - impact 381–384, 389
 - on financial stability 388
- Climate Change Convention 383
- climate-related disclosure regime 393
- climate risks 375, 389, 393
- Climate Science Special Report (CSSR) 385
- coalition, dominant 194, 200, 201, 204
- Coalition for Environmentally Responsible Economies (CERES) 390
- cognitive conflict 79, 90–92, 158, 159
 - regression and moderation analyses 66–67
 - and trust 52–53, 55–56, 58
 - see also* affective conflict
- cognitive dependency 194, 199
- cognitive trust 50–53, 65
- coherent behavioral theory 78
- Colot, O. 145
- Colpan, A. M. 256, 257
- Colquitt, J. A. 65
- communication efficacy 52
 - regression and moderation analyses 66–67
 - and trust 53–54, 56, 58
- Companies Act 1994, Bangladesh 176, 177, 184
- Companies Act 2006 of UK 184, 392
- company directors 391
- company performance, and CEO turnover 121, 133
- competence
 - board members 52, 53, 56, 58, 63, 65, 66–67
 - and responsibilities, in digital era 447–449
- competitive advantage, in digitalization 446, 448, 451
- compulsory education framework, Australia 176
- conflict
 - affective *see* affective conflict
 - cognitive *see* cognitive conflict
 - intra-team emotional 68
- conflict resolution 202, 203
- constructively narcissistic board 87–89
- constructively narcissistic CEO 87, 89–92
- constructive narcissism 80, 83–84, 92
- context sensitivity, boards of directors 3–7
- Continental Europe, stakeholders 210
- controlling CEO 127
- control role 140–141
- Copenhagen Framework Convention on Climate Change 384
- Core Self-Evaluation 84
- corporate boards 196–197, 223–224, 299
- corporate citizenship 421
- corporate decision 86
- corporate disasters 381
- corporate governance 4–6, 105, 109, 111–112, 121, 172–174, 180, 209, 229, 230, 235, 243, 248, 292, 309, 310, 375, 391
 - Anglo-American 2, 3, 87, 181, 186, 187, 193
 - behavioral theory of 78
 - board diversity 78–79
 - central element of 212
 - chairperson and CEO 240
 - decision process theory in 77–80, 93
 - digitalization for 448–451
 - director primacy system 211
 - disclosure 343
 - disclosure/quality 338–339
 - evolving 401–402
 - in Germany 246, 358, 360, 362
 - group theory 77–80
 - international 315
 - interpersonal interactions 78
 - new *zeitgeist* of sustainability 387–391
 - policy 69
 - reform 293
 - research
 - archival data 427
 - defined 420–421
 - sample articles for 426–427, 431
 - search strategy for articles 425–426

- sources of scholarly literature for 425
- value and value creation in 425–431
- role 317
- in Scandinavian countries 437
- stakeholders' engagement in 210
- structural aspects 427, 439
- corporate governance–firm performance relationship 335
- corporate governance industry 303
- corporate governance scholars 90
- corporate philanthropy 154
- corporate policy 243
- corporate product greenwashing strategies 379
- corporate purpose 375
- corporate reputation 448
- corporate social responsibility (CSR) 154, 185, 186, 375–377
- corporate sustainability 390
- corporation 212
 - time-consuming activities for 213
- Corporations Act 2001, Australia 177, 184, 390
- corporations and value creation 451
- correlation analysis 64
 - affective conflict 61
 - board members competence 61
 - communication efficacy 61
 - familiarity 61
 - trust 61
- cosmetic independence 201
- country-level governance, African boards of
 - directors 333, 336, 351
- Couyoumdjian, J. P. 258
- Creed, W. E. D. 201
- Crespi-Cladera, R. 194, 197
- crises management, through stakeholder participation 220
- critical discourse analysis 232
- cross-shareholdings, in France 317
- Cruz-Ros, S. 149
- CSR *see* corporate social responsibility (CSR)
- CSSR *see* Climate Science Special Report (CSSR)
- Cuadrado-Ballesteros, B. 154
- Cuomo, F. 70
- cyber-attacks 406, 448
- cyber risk 407
- Cyert, R. M. 201

- Dalton, D. R. 332
- Dalziel, T. 332, 333
- DAOs *see* Digital Autonomous Organisations (DAOs)
- 'dark' leadership trait 82
- data analysis, interview with board directors 433–437
- data collection methodology 432
- Dau, L. A. 258
- Davidson, J. 82
- deadlock breaker 142
- Decentralised Corporation (DCORP) 411
- decision-making 111–112
- decision process, non-family CEOs replacement 122–124
- decision process theory, in corporate governance 77–80, 93
- deep-level diversity attributes 79
- degree of board involvement 45
- Deleuze, G. 6
- Deloitte 369
- Demands–Constraints–Choices (DCC) theory 35
- demographic variables 105, 108
- dependency 198, 199, 201, 204
- dependent director 197, 198, 200
- destructively narcissistic board 89–92
- destructively narcissistic CEO 88–89, 92
- destructive narcissism 84–85, 93
 - see also* constructive narcissism
- detrimental conflict 90
- Deutscher Corporate Governance Kodex* 243, 245
- Deutschland AG* 244
- diffuse status characteristics 20–21, 23, 26
- Digital Autonomous Organisations (DAOs) 411, 412
- digital competencies 444, 450–451
- digital-culture deficiencies 447
- digital data 446, 447
- digital era, competencies and responsibilities 447–449
- 'digital footprint' 406
- digital governance 404, 405
- digitalisation 401, 414–415
 - advantages 408, 412
 - blockchains 408
 - defined 409
 - potential applications and advantages 409–410
 - potential for automating the role of the board 411
- board competencies and mind-sets 450–451
- board processes and technology 407–408
- for boards and governance 444–445, 449–451
- board skills and competencies 405–406
- board's role
 - automation 407–412
 - implications 412–414
 - in leading 404–405
 - in managing digital risks 406–407
- board tasks and decision-making 451

- for corporate governance 448
- corporations 448
 - and value creation 451
- digital autonomous organisations/virtual companies 411–412
- disadvantages 406
- and its consequences 445–446
- opportunities for societies and corporations 445–446
- potential impact of 403–404
- processes and procedures 450
- value creation in 446
- digital risks 407
- digital technologies
 - advantage of 447
 - use of 445, 446–448
- digital tools 450
- digital transformation *see* digitalisation
- Digman, J. M. 78
- director primacy model 215
- director primacy system 211
- directors 209, 217, 222
 - boards of *see* boards of directors
 - in board-stakeholder relationships 215
 - diversity 108
 - duties 395
 - participation 109–110
 - selection processes 110
- d'Iribarne's conceptualisation of culture 6
- disparity 18, 30
- diversity 89
 - gender *see* gender diversity
 - in groups 18
- Dodd-Frank Act 298
- dominant coalition 194, 200, 201, 204
- Donaldson, T. 212, 222
- Dooley, R. S. 65
- Douglas, Ken 219
- dramatic climactic discontinuities 389
- duality of CEOs 151
- Dubost, Claire-Lise 258, 270
- Durbach, I. N. 342
- dysfunctional boards 93

- EBITDA performance 127, 128
- e-cigarettes 37–38, 40
- economic self-interest 140
- economic value 423
- effective collective decision-making group 34
- effort norms 89, 158
- Elms, N. 110
- emerging economies 255, 257
- emotionally-detached arbiters 142
- empirical study, value and value creation 431–433

- Enron 17
 - accounting fraud 401
- entrepreneurial orientation 145
- environmental responsibility, impact of 395
- environmental threat 391
- Environment and Social Responsibilities Committee 184
- Epstein, R. 362, 369
- equity markets, French 318–319
- European peripheral economy 316
- exchange value 422–424
- expert directors 23, 25
- external stakeholders 225

- Fair Disclosure Wire* (FDW) 240–241
- familiarity
 - board members and trust 54–55, 57, 59, 61, 69
 - measuring 60, 69
 - regression analysis 63
 - and moderation analysis 66–67
- family-affiliated directors 142–144
- family block-holders
 - board level monitoring 122–123
 - differences among 123–124
- family businesses 108
 - board composition in 141–145, 149, 150
 - board independence 143–148
 - boards of directors, CEOs, and non-financial outputs 151, 154–157
- CEO
 - duality 151
 - ties 149, 151
 - financial performance 143–148, 159
 - role of board of directors 140–141
 - strategic outcomes 145, 149, 150
- family business groups (FBGs), Turkey 256, 261–262
 - empirical study 262
 - data collection 263
 - measures and analyses 263–265
 - inner circles 266–267
 - multiple board memberships and interlocks 265–266
 - variations across 267–268
- family CEOs 149, 151, 158, 159
- family control 123, 127–129
- family-controlled companies 122–124
 - CEO turnover in 129, 131–132
- family directors 124, 142, 144
 - percentage of 127, 130
- family firms 139
 - board antecedents 159–161
- family involvement 124, 145, 149, 159
- family leadership 159

- family-oriented board role performance 159
- family-owned hierarchical business groups 258
- family ownership 133
- family representation 160
 - in board of directors 123–124
- family representatives 142
- family succession 155, 158
- family ties 142, 183
- family uniqueness 159
- Farquhar, S. D. 53, 108
- FBGs *see* family business groups (FBGs)
- FDI *see* foreign direct investment (FDI)
- FDW *see* *Fair Disclosure Wire* (FDW)
- Fenwick, M. 402, 408
- Fiador, V. 349
- fiduciary duty
 - reconceptualizing 391–393
 - re-evaluation of 392
- Filatotchev, I. 144
- Filbien, J. Y. 319
- financial globalization, US 320
- financial literacy, Bangladesh 177
- financial performance 5, 126–127, 129, 130, 435
 - in family businesses 143–148, 159
- Financial Reporting Council 238
- Financial Stability Board 393
- financial stability, climate change impact on 388
- Financial Times* (FT) 231
 - chairperson 234
- Finkelstein, S. 198, 303
- firm-level governance, African boards of directors 332
- firm-level output, impact of narcissism on 85–86
- firm performance 448
 - board composition and 144–145
 - CEO and 152–153
- firms, implications for conduct 324–326
- Fligstein, N. 393
- Forbes, D. P. 22, 107, 158, 333, 334, 351
- foreign direct investment (FDI) 315
- formal independence 202
- formal institutions 276, 278
- Forsberg, D. 181, 184
- Foster Back, P. 65
- Fracchia, E. 258
- France
 - capitalism 317
 - corporate governance system 317–318
 - cross-shareholdings 317
 - equity markets 318–319
 - institutional context 316
 - political economy 317–318
 - political economy system 317
 - stock market 318
- Francoeur, C. 334
- Freeman, R. E. 425
- Freud, S. 81
- Friedman, A. L. 215
- FT *see* *Financial Times* (FT)
- FTSE 100 34–35
- Gabaldon, P. 334
- Gabrielsson, J. 427
- Garcia-Olalla, M. 144
- Garcia-Ramos, R. 144
- Garg, S. 334
- GDPR *see* General Protection Data Regulation (GDPR)
- Gefen, D. 54
- gender diversity 349
 - in boards, Norway 275–276
 - data and analyses 279–287
 - informal institutions around 277–278
 - institutional framework for 276–277
 - in workplace 221–222
- gender inequality 4–5
- gender issues, international level on 274
- gender parity 277
- gender quota regulation
 - European countries 277
 - Italy 277
 - Norway 275–278
- General Protection Data Regulation (GDPR) 406
- Genesis Energy 217, 218
- Gentry, R. J. 198, 200
- Gergen, K. J. 231
- German listed firms 145
- German supervisory boards 358–359
 - board contributions 362–363
 - board roles 359–360, 362–363
 - importance and satisfaction 365–368
 - board tasks 364
 - importance and satisfaction 365–366
 - performance 358, 359, 362, 366–370
 - control role 365
 - empirical study method 363–336, 369–370
 - employee co-determination 365
 - institutional background 360–362
 - service role 364–365
 - strategy role 365
- Germany 248, 249
 - codetermination law 210
 - Corporate Governance Code 361
 - corporate governance system 246, 358, 360, 362

- Deutscher Corporate Governance Kodex* in 234
- former CEOs as chairpersons 242
 - institutional background 360–362
 - progression from CEO to chairperson 243
 - supervisory chairperson in 245
- global convergence 293
- globalization 4, 230, 315
- of capital markets 315
- goal alignment 160–161
- goal divergence 133
- Godden, L. 389
- G20/OECD (2015) Principles of Corporate Governance 402
- Göksen, N. S. 264
- Golfo Mosca Law 277
- Gonzalez-Cruz, T. F. 149
- good governance 292
- branding *vs.* empirical evidence 301–303
 - FTSE companies 243
 - motivation 303
- goods-dominant logic (G-D logic) 423
- Goto, A. 257
- governance 144
- purpose and performance 376
 - corporate *see* corporate governance
- governance reform 292, 293
- board activities standardization 298–299
 - board composition standardization 294–298
 - board structure standardization 298
 - corporate 293
 - impact on U.S. boards 295
 - international trends 309–310
 - normative shift in views and expectations 299–301
 - US 296–297
- governance relationships 222
- governance research 106–107
- Goyer, M. 324
- grandiose narcissism 82
- Granovetter, M. 256–257
- Greenpeace 381
- greenwashing
- compound failures 375–381
 - definitions 378
 - strategies 379
- Grothe, P. 362
- group biases 89
- group narcissism 89
- group processes 110–111
- group theory, in corporate governance 77–80
- groupthink 80, 89, 93
- Grundei, J. 363
- Gulati, R. 55, 69
- Gummesson, E. 422
- Haber, S. 408
- Haji, A. A. 348
- Hales, C. P. 35
- Hall, P. A. 317
- Hambrick, D. C. 27, 81, 323
- Hamilton, G. G. 260
- Handelsbanken business group 196
- Handelsblatt* (HB) 240
- on chairperson 236
- Handy, J. L. 143
- Hanft, J. R. 69
- Harjoto, M. 186
- Hausman tests 127
- Hayward, M. L. A. 81, 86
- Hearn, B. 339, 342, 349, 351
- He, L.-J. 199
- Hemscott 60
- Hendry, J. 204, 205, 212
- Herfindahl concentration index of ownership 127
- heterogeneous leadership styles 33
- hierarchical business groups
- family-owned 258
 - multiple board memberships in 258–259
- Higgs, Derek 242
- Higgs Report 169
- high-performing chairperson 33, 36, 46
- high power distance 178, 179
- high-status directors 21, 26–27
- Hikino, T. 256, 257
- Hilary, G. 86
- Hillman, A. J. 202, 332, 333
- Hoffman, B. J. 80
- Hofstede, G. 6
- cultural dimensions 277
- Holland, E. 6
- homophily 277
- honest incompetence 205
- Hoppmann, J. 334
- horizontal interlocks 258
- Hoskisson, R. E. 121
- HSBC 233, 234
- former CEOs as chairperson 242
- Hsu, W. T. 145
- Huang, Z. 17
- hubris hypothesis 86
- hubris syndrome 82
- hubristic behavior 81
- hubristic board members 90
- hubristic CEOs 86
- hubristic directors 89
- hubristic pride 84
- and authentic pride 101
- Huse, M. 49, 69, 108, 209, 215, 219, 225, 334, 446

- identity 7
 - gender 5
- IJVs *see* international joint ventures (IJVs)
- independence 198–202
- independent directors 144–145, 177, 179–181, 183
 - appointment 175
 - objectives 184–186
 - Australia 179
 - board composition and 182
 - dependency 204
 - diversity 185–186
 - effectiveness 200
 - effective representation of 174–175
 - experience for selection 186
 - formal coding 196
 - governance mechanisms 198
 - independence 181, 198–200
 - influence on judgement 199
 - materially dependent (M) 199
 - performance 197–198
 - and performance of initial public offerings 193
 - positive influence 200
 - promotion 203
 - recruiting 204–205
 - regulation of 194, 201, 205
 - scientific studies 197–198
 - social rationale 184
 - vagueness 193–195, 205
 - in Swedish practice 195–197
 - Western model of 181
- individual (LT) theories 199
- Industrivärden
 - nomination committee 196–197
 - vagueness of independence 197
- inequality 30
- informal hierarchy
 - board *see* board informal hierarchy
- informal institutions 276, 278
 - around gender diversity on boards 277–278
- information 200
- information dependency 203
- Ingleton, R. 404–405
- initial public offerings (IPOs), performance of 193
- inner circle 259–260
- innovation 145
 - value creation 435, 436, 438
- input–output model
 - of boards of directors 103, 105–106, 141–143
 - agency theory 104
 - combined approach 158–159
 - demographic variables 105
 - empirical studies on US public companies 104
 - family businesses *see* family businesses
 - family succession as bivalent attribute 155, 158
- input–process–output (IPO) models 49
- inside directors 143, 173, 176, 298, 306, 321–322, 324
- institutional context 316–318
 - evolution 318–320
- institutional theory 249
- instrumental stakeholder theory 212–214
- integrated governance, disclosures and action 394
- integrity 65
- interactive strategising 45
- inter-board meeting 110
- Intergovernmental Panel on Climate Change (IPCC) 382, 383, 385, 393
- interlocking directorships 255–256, 258
 - vs.* multiple board memberships 259
- international agencies 390
- international corporate governance 315
- internationalization 145, 149
- international joint ventures (IJVs) 349
- interpersonal interactions 78
- interpersonal relationships 52
- interpersonal tension 79
- interpersonal trust 178
 - determinant of 63, 65
- interpretative practice 45
- interpretivist perspectives 6
- intra-board meeting 110
- intra-family conflicts 140
- intragroup conflict 92
- intra-team emotional conflict 68
- intra-team relationships 55
- intra-team trust 51, 52
- IPCC *see* Intergovernmental Panel on Climate Change (IPCC)
- isomorphism 293
- Isshaq, Z. 339
- Isukul, A. C. 339
- Italian family firms 159
- Italian firms, CEO replacement by monitoring 125–126
 - analysis and results 128–130
 - estimation procedure 127–128
 - independent variables 126–127
 - practical implications 133–134
 - theoretical implications 133
 - variables 126
- Italian Security and Exchange Authority 125
- Italy, gender quota regulation 277
- Iwu-Egwuonwu, R. C. 179

- Jackson, G. 303
 Jackson, T. 353
 James, Gillies 47
 Jannatunnesa 177
 Japan, stakeholders 210
 Jarvenpaa, S. L. 54
 Jaskiewicz, P. 160
 Jehn, K. A. 90
 Jensen, M. C. 104
 Jenssen, J. I. 198
 Jo, H. 186
 Johanson, D. 193, 198, 203
 Johnson, J. L. 303, 332
 Johnson, R. A. 317
 Jonnergard, K. 205
 Judge, T. A. 82
 Jürgens, U. 362
- Kakabadse, A. 33, 230
 Kakabadse, N. 230
 Kanadli, S. B., 65
 Kao, Cheng-shu 260
 Kapur, Mritunjay 232–233
 Katz, R. 56, 58
 Kavadis, N. 324, 325
 Kernberg, O. F. 80
 Kerwin, S. 79
 Kets de Vries, M. F. R. 80, 85
 Keyt, Andrew 239
 Khan, M. A. A. 339, 343
 Khanna, T. 258
 Khan, S. 402, 404
 Kiel, G. C. 112
 Kieviet, S. 352
 Kilic, M. 343
 Kim, Y. U. 336
 kinship ties 183
 Klein, P. 144
 Klein, S. 160
 Knoeber, C. R. 184
 Koontz, H. 338
 Korn/Ferry International (KFY) 240–241
 Kosnik, R. D. 58
 Kramer, M. R. 425
 Krause, R. 194, 323
 Kruskal–Wallis analysis 267
 Kuhn, T. 385
 Kusi, B. A. 349
 Kuzey, C. 343
 Kyereboah-Coleman, A. 349
- Lahner, S. 342
 Larcker, D. 50
 Larsson, U. 205
 Lawrence, J. 180, 184
- leadership structure 151
 learning process 32
 Leblanc, Richard 47
 Le Breton-Miller, I. 154
 Lee, Y. C. 198
 Lefort, F. 258, 270
 legitimate stakeholders 211, 226
 Lehner, Ulrich 236
 Leidner, D. E. 54
 Levrau, A. 33, 68
 Lewis, Kevin 184
 liberal market
 Anglo-American 320
 economies 316
 Li, K. C. 179
 limitations on competence (LT) 201
 limitations on information (LI) 201
 Lippert, I. 362
 litigation 389
 Liu, J. S. 197
 Loebbecke, C. 447
 long-tenured boards 56
 Lorsch, J. W. 16
 low-status directors 21, 26
 Luan, C.-J. 198
 Lubit, R. 83, 84
 Lucas, H. 446
 Lu, S.-L. 198
 Lynch, L. 378–379
- Maccoby, M. 82, 85, 88
 Machold, S. 108
 MacIver, E. 16
 Maitlis, S. 111
 Malenko, N. 58
 Malmendier, U. 86
 Maman, D. 258
 managerial succession 155, 158
 managing for stakeholders 424
 Mangena, M. 348, 349
 Mannan, M. 183
 Mann, R. D. 78
 Mann–Whitney U tests 268
 Manzoni 234
 March, J. G. 201
 market capitalization
 of French equity markets 318–319
 in Turkey 261
 market economies 316
 Marks and Spencer 243
 Marriott, Bill Jr. 239
 Martin-Löf, Sverker 197
 Maseda, A. 145
 Masulis, R. 179
 material dependency 203

- material influence (M) 201
- material risks 448
- Matolecy, Z. 179
- Matzler, K. 145
- McAdam, D. 393
- McAfee, A. 448
- McAllister, D. J. 65
- McCabe, M. 180, 181
- McCrae, R. R. 78
- McKinsey 50, 402, 447
- McNulty, T. 107
- Means, G. 104
- Meckling, W. H. 104
- medium-capitalisation companies (BEL MID) 33
- Mein, J. G. 446
- Menzly, L. 86
- Miles, S. 215, 219
- Miller, D. 85, 149, 151, 154, 158
- Milliken, F. J. 22, 49, 55, 56, 107, 158, 333, 334, 351
- Minichilli, A. 65, 108
- minority dissent 90–91
- Minow, N. 57
- moderating variables
 - board meeting frequency 57–59
 - board tenure 55–57
- monetary value 435, 438, 439
- monitoring 27, 180
 - board 120–122, 140, 160
 - for CEO replacement in Italian firms *see* Italian firms
 - performance 22, 25, 184
 - and resource provision 202
- Monks, R. A. G. 57
- moral stakeholder theory *see* normative stakeholder theory
- Māori communities 217–219, 224
- Mori, N. 342
- Morin, F. 317
- Muller, Klaus-Peter 245
- multi-level governance, African boards of directors 335
- multiple board memberships 255–256
 - in hierarchical business groups 258–259
 - vs.* interlocking directorships 259
- multiple CEOs 127
- multiple-tier board model 69
- multi-theoretical process 112
- Munisi, G. 342
- Mussolino, D. 145
- Myners, Paul 241
- Nakatomo, S. 408
- Naldi, L. 149
- narcissism 81–83
 - clinical evaluations of 82
 - constructive 83–84
 - as ‘dark’ leadership trait 82
 - defined 81
 - destructive 84–85
 - impact on board dynamics
 - constructively narcissistic board 87–89
 - constructively narcissistic CEO 87, 89–92
 - destructively narcissistic board 89–92
 - destructively narcissistic CEO 88–89, 92
 - impact on firm-level output 85–86
- narcissistic board
 - constructive 87–89
 - destructive 89–92
- narcissistic personality disorder (NPD), diagnostic criteria 100
- National Business System (NBS) 170, 178, 180
 - Australia and Bangladesh 175–179, 181
- nationally determined contributions (NDCs) 384
- Natural Capital Coalition 391
- Naudet, J. 258, 270
- NBS *see* National Business System (NBS)
- NDCs *see* nationally determined contributions (NDCs)
- NDS 176–178
- NED *see* non-executive director (NED)
- negative affect 79
- Nelson, J. 377
- Neuman, G. A. 79
- Newman, H. A. 180
- newspaper media, in public discourses 230
- New Zealand
 - case-based research in 216
 - corporate entities 210
- Nicholson, G. 110, 112
- nomination committee 41
 - Industrivärden 196–197
 - regulation of independence 195–196
- non-affiliated board members 143
- non-controlling CEO performance 128, 130
- non-economic self-interest 140
- non-executive director (NED) 32
 - engagement 41–42, 46
 - business 36–37
 - proportion of 127
- non-expert directors 23
- non-family block-holders, board level monitoring 122–123
- non-family CEO 133–134
 - replacement decisions 122–124, 130
- non-family-controlled companies 123
- CEO turnover in 129
- non-family directors, behaviour of 124

- non-family large shareholders 123
 non-family managers *see* non-family CEO
 non-financial outputs 151, 154–157
 non-management stakeholders 210, 224
 non-shareholder 210, 224
 non-shareholder stakeholders 217, 222
 normative stakeholder theory 211–213
 North, D. C. 276
 Norway
 gender diversity in boards 275–276
 data and analyses 279–287
 informal institutions around 277–278
 institutional framework for 276–277
 gender equality on boards 276
 gender quotas 274
 mandatory public policy 274
 Public Limited Companies Act 275
 snowball effect 275
 Norwegian quota law 274, 277, 278
 not-for-profit organizations 109
Nouvelles Regulations Economiques (NRE) law
 320
 Nowak, M. J. 180, 181
 Nowland, J. 151
 Ntim, C. G. 339, 343

 Occupational Safety and Health and
 Administration (OSHA) 380
 OECD *see* Organisation for Economic Co-
 operation and Development (OECD)
 Okeahalam, C. C. 353
 one-tier board system 69
 Oosthuizen, A. 342
 opportunism 194, 199
 opportunities directors 20
 Organisation for Economic Co-operation and
 Development (OECD) 212, 402, 420
 Orrú, M. 257, 269
 OSHA *see* Occupational Safety and Health
 and Administration (OSHA)
 Østergren, K. 193, 198, 203
 outside board members 141–142
 outside directors 142–145, 159, 322, 325
 Owen, D. 82
 ownership dispersion, among directors 124,
 127, 130, 133
 ownership succession 155
 Ozdemir, S. Z. 336

 Pan, Y. 154
 Parayitam, S. 65
 Paris Agreement 384–387
 Parker, H. 342
 Parker, L. 109
 Parker, John 234

 Park, J. H. 85
 Parvatiyar, A. 424
 Pascual-Fuster, B. 194
 passive monitoring 121
 Paulson, H. M. 385
 PCG *see* Principles of Corporate Governance
 (PCG)
 Pearce, J. A. 332, 333, 352, 359
 percentage of family directors 127, 130
 perfect competence 204
 performance expectations 19
 performance measurement 375
 performance output 158
 personality 69
 regression analysis 63
 and moderation analysis 66–67
 traits 78–80, 83
 personal life 69
 regression analysis 63
 and moderation analysis 66–67
 Pettigrew, A. 106–107
 Pfeffer, J. 338
 Phil (Director, UK) 435
 philanthropic activities 154
 Picot, A. 447
 Pieper, T. M. 159–160
 political economy system, French 317
 poor performance, CEO 128, 132
 Porter, M. E. 425
 positive affective diversity 79–80
 Post hoc Mann–Whitney U tests 268
 potential opportunity 435
 Poutziouris, P. 151
 power 6, 7
 praxis 194
 converting the regulation into action 200–
 202
 defined 201
 dependency related to board functions
 202–203
 hypothesis 204
President-Directeur General (PDG) 317
 Preston, L. E. 212
 ‘price of leadership’ 245
 principal–steward relationships 6
 Principles of Corporate Governance (PCG)
 171–172, 184
 producer surplus theory 424
 productive conflict 90
 professional life 69
 regression analysis 63
 and moderation analysis 66–67
 Prot, N. P. 349
 provision of resources role 141
 psychological factors 110–111

- public discourses 243, 292
 - chairpersons 234, 235–236, 238, 239, 241, 244–245
 - leadership 246
 - newspaper media in 230
 - US 241
- Public Limited Companies Act, Norway 275
- public policy
 - initiatives 275
 - mandatory 274
- Pugliese, A. 110
- Pye, A. 108, 109

- qualitative interviews, with board directors 432
- qualitative methods 106, 114, 427
- Quigley, T. J. 323
- quota law, Norway 274, 277, 278

- Randøy, T. 198
- Rao, K. 185
- Rashid, A. 181, 182
- Ravasi, D. 111
- Rediker, K. J. 335, 336
- Reeb, D. M. 144
- Reed, D. L. 425
- regression analysis 63
 - affective conflict 63
 - familiarity 63
 - and moderation analysis
 - affective conflict 66–67
 - board members competence 66–67
 - cognitive conflict 66–67
 - communication efficacy 66–67
 - familiarity 66–67
 - personality 66–67
 - personal life 66–67
 - professional life 66–67
 - trust 66–67
 - personality 63
 - personal life 63
 - professional life 63
- Reguera-Alvarado, N. 199
- regulation of independence, Swedish corporate
 - governance code 195–196
- regulation of the code, converting into action 200–201
- regulations 4, 5, 7
- Reitzle 245
- remade boards
 - board evolution into research design 305–306
 - complement ‘legacy’ perspectives 303–305
 - research questions and opportunities 306–309
- remuneration committee 41

- resource dependence theory 141–143, 149, 257
- resource provision 202–203
- responsibility 7
- retail investors 176–178, 182
- Reuter, E. 377
- revolution of independence 197
- risk management 389
- Ritchie, T. 180
- Rivkin, J. W. 258
- Robertson, R. 4
- robotic process automation 448
- Rose, Stuart 241
- Roth, N. L. 53
- Ruhwedel, P. 362, 369

- Sachs, G. 385
- Salvaj, E. 258
- Samara, G. 154
- Samra-Fredericks, D. 111
- Sarbanes-Oxley Act (SOX), US 292, 402
- Sarkar, J. 258
- Scandinavian approaches to governance 437
- Scandinavian institutional theory concept of translation 193
- Schiehll, E. 335
- Schmidt, V. A. 318, 320
- Scholtz, H. 343, 352
- Schønning, A. 334
- Schulten, A. 362, 369
- Schwarz-Ziv, M. 112
- Sciascia, S. 145
- Securities and Exchange Commission (SEC), US 293, 294, 412
- Seierstad, C. 274
- self-conscious emotions 78
- self-esteem 83–85
- Semadeni, M. 323
- senior management, monitoring 22, 23
- Seo, M.-G. 201
- separation 18
- service-dominant logic (S-D logic) 423
- Seth, A. 335, 336
- Shah, P. P. 90
- shareholder 213, 247, 438
 - chairperson and 233, 239, 248
 - corporate governance 211
 - management and 212
 - traditional 316
 - value perspective 210
 - vs. stakeholder value 424–425
- shareholder meeting 195
- shareholder return 5
- shareholders’ investment 437
- shareholders’ preferences 120–122
- shareholder value 122

- Sharma, A. 151
 Sharma, V. 199
 Sharpe, N. 41
 Shaw, J. D. 334
 Shen, W. 198, 200
 Sheth, J. N. 424
 Siddiqui, J. 186
 Silva, F. 258
 Sitkin, S. B. 53
 size of the company 127
 small and medium-sized enterprises (SMEs)
 106, 334, 361, 425–426
 value and value creation in 431–433
 SMEs *see* small and medium-sized enterprises (SMEs)
 Smit, A. R. 343
 Smith, A. 422, 423
 snowball effect, Norway 275
 Sobhan, F. 176, 179
 social contract 2
 social dependency 203
 social dynamics 110–111
 social responsibility, impact of 395
 social threat 391
 social value 438
 socio-emotional dimension of ownership 123
 socio-emotional goals 122
 socio-emotional wealth perspective 122
 'soft law' 392
 Soobaroyen, T. 343
 Soskice, D. 317
 Spanish firms, independent directors 144
 S&P500 companies 240
 specific status characteristics 20
 Spencer Stuart 238
 Spraggon, M. 78
 Sridharan, U. V. 180
 stakeholder dialogue 212, 224, 226
 stakeholder engagement 225
 stakeholder-initiated actions 216
 stakeholder management 437
 stakeholder-oriented governance 212
 decision making in 212
 stakeholders 210, 211, 222
 on board functioning 210
 board participation, crises management through 214
 boards interactions with 215–216
 board's strategy for engaging 213
 conceptualization of 214
 on corporate governance 209
 definitions of 425
 engagement in governance processes 224
 influence on corporate actions 215, 216
 interactions 209–210
 interest of 214–215
 trust-based relationship with 224
 value perspective 210
 wealth, board's care for 217–219
 stakeholder theory 211, 214, 224
 on board behaviour 214
 criticism of 214–215
 instrumental aspect of 212–214
 issues in 215
 normative aspect of 211–212
 propositions of 211
 stakeholder value, shareholder *vs.* 424–425
 Standard Industrial Classification (SIC) system 321
 standardization
 of board activities 298–299
 of board composition 294–298
 of board structure 298
 Stapledon, G. 180, 184
 status characteristics 19–21, 23, 25
 see also diffuse status characteristics
 Steckler, E. 334
 steepness of informal hierarchy 17–18, 21–22, 30
 Steier, L. P. 158
 Stern, N. 381–382, 385
 stewardship theory 141, 149, 151
 Stewart, A. 107
 Stewart, G. 405, 444
 Stimpel, Christine 246
 stock market, French 318
 Stornetta, W. S. 408
 Stotz, O. 86
 strategic decision making 109, 202, 203
 strategic decision-making group 331
 strategic decisions 111
 strategic intelligence 84
 strategic outcomes, in family businesses 145, 149, 150
 strategic stakeholder theory *see* instrumental stakeholder theory
 strategic tensions 34
 chairperson role in handling 31–33, 35, 38
 board–CEO engagement 37–40
 board debate, dynamics and contribution 42–45
 degree of Board Involvement in strategy 45
 non-executive directors' engagement 36–37
 organising the board agenda 40–42
 policy and practice of board engagement 36
 working for engagement 40–42
 strategy as practice 45

- strategy development, board involvement in 45
 Strebel 234
 Strenger, Christian 236
 Strudler, A. 214
 supervisory boards
 German *see* German supervisory boards
 supervisory chairperson 231, 244–246
 in Germany 245, 246
 old boys' network 244, 246
 public opinion of traditional 244
 use of committees 244
 supportive board–CEO engagement 39–40
 'surface-level' diversity attributes 78–79
 Surprenant, M. S. 69
 sustainability 7
 Swan, P. 181, 184
 Swedish corporate governance code, regulation
 of independence 195–196
 Swedish family firms 145
 Sytch, M. 55
- Taiaroa, Archie 218
 Talaulicar, T. 363
 Tang, M.-J. 198
 Task Force on Climate Related Financial
 Disclosure (TCFD) 386, 393
 task performance 158–159
 task-relevant expertise 23, 26, 27
 tasks performance 107–108
 Tate, G. 81, 86
 Tauringana, V. 348
 TBT *see* *The Business Times* (TBT)
 TCFD *see* Task Force on Climate Related
 Financial Disclosure (TCFD)
 Tchuigoua, H. T. 349
 team cognition research 23
 team-level trust 51
 Terjesen, S. 276
 TET *see* *The Economic Times* (TET)
The Business Times (TBT) 237
 The Economics of Ecosystems and
 Biodiversity (TEEB) for Business
 Coalition 391
The Economic Times (TET), role of
 chairperson 232–233
The National (TN), on chairperson 238–239
Theory of Fields (2012) (Fligstein and
 McAdam) 393
The Sunday Times (TSTi) 238
 chairperson remuneration 237
 Thomsen, S. 193
 Tilt, C. A. 185
 timely board engagement 37–39
 TMT *see* top management team (TMT)
 TN *see* *The National* (TN)
- Tongariro Power Scheme 217, 218
 top executives' replacement 120–122
 top management team (TMT) 111, 193, 195,
 197, 260, 332
 Torchia, M. 79
 traditional shareholders 316
 transaction costs theory 198
 Trump (US president) 385
 trust 50–51, 435
 affective conflict and 54, 57, 59, 68
 board members 88
 and board members' competence 56, 58
 board members familiarity and 54–55, 57,
 59
 cognitive conflict and 52–53, 55–56, 58
 communication efficacy and 52–54, 56, 58
 determinants of 51–52, 57, 63
 familiarity and 61
 regression and moderation analyses 66–67
 trust-based relationship 224, 225
 trusted advisors 260
 TSTi *see* *The Sunday Times* (TSTi)
 Turkey
 Istanbul Chamber of Industry 262
 market capitalization 261
 transition in 261
 Turkish family business groups (FBGs) 256,
 261–262
 empirical study 262
 data collection 263
 measures and analyses 263–265
 inner circles 266–267
 multiple board memberships and interlocks
 265–266
 variations across 267–268
 21st century board reform, US 293–294
 two-tier board model 69
- Uddin, S. 182
 Ueberbacher, F. 377
 Ueda, Y. 257
 UK
 chairpersons 241
 as leader of the board 32–34
 Combined Code in 234, 242
 strategic tensions *see* strategic tensions
 UK boards, quantitative survey of 60
 variables and measures 60–63
 UK Corporate Governance Code 32
 UK FTSE 100 company directors study 33
 UNEP *see* United Nations Environment
 Programme (UNEP)
 UNFCCC *see* United Nations Framework
 Convention on Climate Change
 (UNFCCC)

- union representative, on boards of directors 219–220
- United Nations Environment Programme (UNEP) 382
- United Nations Framework Convention on Climate Change (UNFCCC) 382, 383, 392
- US
 - Chairman's Forum 241
 - corporate boards 299
 - economy 320
 - financial globalization 320
 - former CEOs as chairpersons 242
 - governance reform 296–297
 - public discourse 241
 - shareholder activism in 241
- Üsdiken, B. 264
- Useem, M. 2, 260
- use of knowledge and skills 158
- use value 422–442
- US Global Change Research Program 385
- Vafeas, N. 58
- Valentine, E. 405, 444
- value 7
 - in corporate governance 425–431
 - creating trust 435
 - defined 422
 - empirical study 431–433
 - in exchange 422–424
 - interpretation of 434
 - interviews with board of directors 431–433
 - data analysis and results 433–437
 - measure of 423–424, 436
 - in use 422–424
 - 'Value Creating Board' project 107
- value creation
 - activities by board of directors 436
 - in corporate governance 425–431
 - in digitalization 446
 - empirical insights into 431–433
 - by innovation 435, 436, 438
 - interviews with board of directors 431–433
 - data analysis and results 433–437
 - leadership for 435, 437
 - monetary value 435, 438, 439
 - potential opportunity 435
 - for society 436
 - stakeholder management 437
 - in stakeholder theory 424–425
 - strategy development 437, 438
 - trust building 436, 439
- Van Buren, H. J. 219
- Vandebeek, A. 159
- Van den Berghe, L. 33, 68
- van den Heuvel, J. 359
- van Ees, H. 78, 309
- Van Puyvelde, S. 334
- variance inflation factors (VIF) 61–62
 - values 127, 128
- variety 18
- Veltrop, D. B. 334
- vertical interlocks 258
- Verwaltungsrat* 246
- Vinci 93
- Vogel, D. 376
- Volkswagen emissions scandal 401
- von Nitzsch, R. 86
- Voordeckers, W. 143, 145, 159, 160
- vulnerable narcissism 82
- Wagner, M. 154
- Walker, A. 79, 92
- Wall Street Journal* (WSJ) 231, 236, 239
 - on chairperson 234–235
 - separation of roles 240
- Wang, M.-C. 199
- Ward, A. J. 335
- Ward, J. L. 143
- Warren, E. 392
- WaS, supervisory chairperson 245
- Waweru, N. M. 339, 349
- Weisbach, M. S. 112
- Wenning, Werner 245
- Werner, W. 176, 179
- Westhead, P. 155
- Westphal, J. D. 111, 194
- Whitely, R. 176, 178
- Whitler, K. A. 334
- Whitley, R. 5
- Williams, G. 342, 349
- Williamson, O. E. 278
- WISO Database* 231
- WMO *see* World Meteorological Organization (WMO)
- women directors 108
- Wong, G. 257
- workforce automation 449
- World Meteorological Organization (WMO) 382
- Wright, D. W. 180
- WSJ *see* *Wall Street Journal* (WSJ)
- Yang, C. 197
- Yar Hamidi, D. 427
- Ye, K. 199
- Yermack, D. 408
- Yokishawa, T. 5

Yoshikawa, T. 336

Young 407

Zahra, S. A. 332, 333, 352, 359

Zajac, E. J. 194

Zang, X. 257

Zattoni, A. 70, 108, 111, 159, 170–171, 193,
223–225, 309

Zhao, J. 158

Zona, F. 159