

GUOLI CHEN

Professor of Strategy
INSEAD

1 Ayer Rajah Avenue, Singapore 138676
Tel: (65) 6799 5354, E-mail: guoli.chen@insead.edu

Education

Ph.D. (Business Administration), 2008
Smeal College of Business, Pennsylvania State University, State College, PA, USA

Research Interests

- Strategic leadership, CEO and top management teams (e.g., leadership effects, executive succession, compensation, managerial discretion);
- Corporate governance and board of directors (e.g., director selection, CEO-board dynamics, ownership structure, shareholder activists);
- Organizational growth (e.g., Mergers and acquisitions, Globalization, Innovation, IPOs), Organizational transformation and renewal (e.g., turnaround situations) and organizational sustainability (Corporate social responsibility).

Teaching Interests

Strategy, Innovation, Incentive Design & Governance, Strategy for Emerging Markets

- MBA, Executive Education, and Ph.D. Programs
- INSEAD Dean's Recommendation for Excellence in MBA Teaching, 2019

Academic Publications

- [1] Chen, G., Chittoor, R., and Vissa, B.* "Does nepotism run in the family? CEO pay and pay-performance sensitivity in Indian family firms" Forthcoming at *Strategic Management Journal*.
- [2] Chen, G., Meyer-Doyle, P. and Shi, W* "Hedge fund activists and human capital loss" Forthcoming at *Strategic Management Journal*.
- [3] Chen, G., S. Huang, P. Meyer-Doyle and D. Mindruta.* "Generalist vs. Specialist CEOs and Acquisition" Forthcoming at *Strategic Management Journal*.
- [4] Fu, M. Tang, Y. & Chen, G † 2020 "Chief Sustainability Officers and Corporate Social (Ir)responsibility" *Strategic Management Journal* 41(4), 656-680

- [5] Chen, G., Crossland, C., & Huang, S.* 2020 “That Could Have Been Me: Director Deaths, CEO Mortality Salience, and Corporate Prosocial Behavior” *Management Science*. Vol 66(7) 3142-3161
- [6] Liu, D., Fisher, G, & Chen, G. 2018 “CEO Attributes and firm performance: A sequential mediation process model”. *Academy of Management Annals*. Vol 12 No. 2
- [7] Tang, Y., Mack, D. & Chen, G.*† 2018 “The differential effects of CEO narcissism and hubris on corporate social responsibility” *Strategic Management Journal*, 39 (5), 1370-1387
- [8] Wang, H., Zhao, S., & Chen, G. 2017 “Firm-specific knowledge assets and employment arrangements: Evidence from CEO compensation design and CEO dismissal” *Strategic Management Journal*, 38 (9) 1875-1894
- [9] Chen, G., Crossland, C., & Huang, S.* † 2016 “Female board representation and corporate M&A intensity” *Strategic Management Journal*, 37(2) 303-313
- [10] Chen, G., 2015 “Initial compensation of new CEOs hired in turnaround situation”. *Strategic Management Journal*, 36(12) 1895-1917
- [11] Zhu, D., & Chen, G.* 2015 “CEO narcissism and the impact of prior board experience on corporate strategy”. *Administrative Science Quarterly*, 60(1): 31-65
- [12] Chen, G, Crossland, C. & Luo, S. * 2015 “Making the same mistake all over again: CEO overconfidence and corporate resistance to corrective feedback”. *Strategic Management Journal*, 36(10) 1513-1535
- [13] Chen, G. Luo, S. Tang, Y. & Tong, J.* 2015 “Passing probation: Earnings management by interim CEOs and its effect on their promotion prospects”. *Academy of Management Journal* 58(5): 1389-1418
- [14] Zhu, D., & Chen, G. 2015 “Narcissism, director selection, and risk-taking spending”. *Strategic Management Journal*, 36(13) 2075-2098
- [15] Chen, G., Chittoor, R. & Vissa, B.* 2015 “Modernizing without westernizing: Social structure and economic action in the Indian financial sector”. *Academy of Management Journal* 58(2):511-537
- [16] Tang, Y., Qian, C., Chen, G., & Shen, R.* 2015 “CEO hubris and corporate social (ir)responsibility” *Strategic Management Journal*, 36(9) 1338-1357

- [17] Shen, R., Tang, Y., & Chen, G.* 2014. "When the role fits: How firm status differentials affect corporate takeovers." *Strategic Management Journal*, 35(13): 2012-2030.
- [18] Chen, G., & Crossland, C. 2014. "Can you believe it: Managerial discretion and financial analysts' responses to management earnings forecasts." *Advances in Strategic Management* 31: 103-9143.
- [19] Crossland, C., & Chen, G. 2013. "Executive accountability around the world: Sources of cross-national variation in firm performance-CEO dismissal sensitivity". *Strategic Organization*, 11(1): 78-109.
- [20] Chen, G., & Hambrick, D. C. 2012. "CEO replacement in turnaround situations: Executive (mis)fit and implications." *Organization Science*, 23(1): 225-243.
- [21] Pollock, T. G., Chen, G., Jackson, E. M., & Hambrick, D. C. 2010. "How much prestige is enough? Assessing the value of multiple types of high-status affiliates for young firms." (Lead Article) *Journal of Business Venturing*, 25(1): 6-23.
- [22] Chen, G., Trevino, L. K., & Hambrick, D. C. 2009. "CEO elitist association: Toward a new understanding of an executive behavioral pattern." *Leadership Quarterly*, 20(3): 316-328.
- [23] Wang, S., Tong, T., Chen, G., & Kim, H. 2009. "Expatriate utilization and foreign direct investment performance: The mediating role of knowledge transfer." *Journal of Management*, 35(5): 1181-1206.
- [24] Chen, G., Hambrick, D. C., & Pollock, T. G. 2008. "Puttin' on the Ritz: Pre-IPO enlistment of prestigious affiliates as deadline-induced remediation." *Academy of Management Journal*, 51(5): 954-975.
 - Reprinted in "*Strategies for New Venture Development*", edited by Ari Ginsberg, Stern School of Business, New York University, U.S.

(* denoting equal contribution; † working with Ph.D. students)

Book Chapter

- [25] Chen, G., P. Meyer-Doyle, and W. Shi. 2018 "How CEO and CFO Regulatory Focus Interact to Shape the Firm's Corporate Strategy" *Behavioral Strategy and Competitive Advantage*

Conference Best Paper Proceedings

- [26] Chen, G., Huang, R. Mei, S. and Tan, K.. 2019 “Pressured to perform: Evidence from quasi-experiment in initial CEO contract length” ***Asian Finance Association Annual Meeting***.
- [27] Chen, G., S. Huang and P. Meyer-Doyle. 2017 “Generalist vs. Specialist CEOs: How CEO Human Capital Shapes the Firm’s Acquisition Behavior and Performance” ***Academy of Management Best Paper Proceedings***.
- [28] Chen, G., Gao, H., Hsu, P., Li, K. 2016 “Ownership transition, managerial short-termism, and exploratory versus exploitative innovation strategy” ***Academy of Management Best Paper Proceedings***.
- [29] Zhu, D., & Chen, G. 2011. “Who will appreciate my narcissism? Theory and evidence on social inference processes in new director selection.” ***Academy of Management Best Paper Proceedings***.
- [30] Chen, G. 2009. “Do you get what you pay for? Compensation of new CEOs hired in turnaround situations.” ***Academy of Management Best Paper Proceedings***.
- [31] Chen, G. 2008. “Performance consequences of CEO replacement in turnaround situations.” ***Academy of Management Best Paper Proceedings***.

Publications for Managerial Audience

- [1] “What the war between Alibaba and Tencent says about strategy” ***INSEAD Knowledge***. 2020 <https://knowledge.insead.edu/strategy/what-the-war-between-alibaba-and-tencent-says-about-strategy-15166>
- [2] “How to make the most of a Chief Sustainability Officer” ***INSEAD Knowledge***. 2020 <https://knowledge.insead.edu/strategy/how-to-make-the-most-of-a-chief-sustainability-officer-14971>
- [3] “Green shoots for businesses in China’s new normal” ***INSEAD Knowledge***, 2020 <https://knowledge.insead.edu/blog/insead-blog/green-shoots-for-businesses-in-chinas-new-normal-14471>
- [4] “Super Apps: How to Create a Mass Market of One” ***INSEAD Knowledge***, Oct 2019 <https://knowledge.insead.edu/strategy/super-apps-how-to-create-a-mass-market-of-one-12506>
- [5] “The CEO and CFO Pairing that Makes Mergers More Successful” ***Harvard Business Review***, Aug 12, 2019. <https://hbr.org/2019/08/the-ceo-and-cfo>

[pairing-that-makes-mergers-more-successful](#) and *Harvard Business Review (in Chinese)*

- [6] “The best CEO-CFO team for M&As” **INSEAD Knowledge**, 2019 Appeared in the *Business Times* (Aug 21, 2019), *Forbes* (French), *Mundo Empresarial's* (Spanish) <https://knowledge.insead.edu/strategy/the-best-ceo-cfo-team-for-mas-12206>
- [7] “When awareness of death improves corporate prosocial behavior” **INSEAD Knowledge**, 2019. <https://knowledge.insead.edu/responsibility/when-awareness-of-death-improves-corporate-prosocial-behaviour-11651>
- [8] “When a colleague dies, CEOs change how they lead”. **Barron's**, April 8, 2019 <https://www.barrons.com/articles/when-a-colleague-dies-ceos-change-how-they-lead-51554728414>
- [9] “The right incentive structure makes firms smarter” **INSEAD Knowledge**. 2017 Appeared in *Daedalus Trust, Corporate Governance UK* <https://knowledge.insead.edu/strategy/the-right-incentive-structure-makes-firms-smarter-5366>
- [10] “Narcissistic leaders can be risky business” **South China Morning Post**, Feb 6, 2016 <http://www.scmp.com/business/article/1909299/narcissistic-leaders-mirrors-boardroom-and-firms-risk-taking-behaviour>
- [11] “The societal costs of CEO overconfidence?” **INSEAD Knowledge**. Appeared in the *Jakarta Post* (Sep 29, 2015) <http://knowledge.insead.edu/leadership-organisations/the-societal-costs-of-ceo-overconfidence-4279>
- [12] “Why do corporate boards need more women?” **INSEAD Knowledge**. Appeared in *The National* (Jan 05, 2015) <http://knowledge.insead.edu/women-in-business/why-do-corporate-boards-need-more-women-3728>
- [13] “Can your firm afford an overconfident CEO” **INSEAD Knowledge**. Appeared in **The Edge** (Malaysia and Singapore’s main business weekly) <http://www.theedgemaalaysia.com/management/301707-can-your-firm-afford-an-overconfident-ceo.html>
- [14] “The fallout of CEO narcissism” **INSEAD Knowledge**. Appeared in *Jakarta Post* (June 07, 2014) *Finance Middle East* (UAE, July 23, 2014) <http://www.thejakartapost.com/news/2014/06/07/the-fallout-ceo-narcissism.html>
- [15] “The virtue of accountability in top company executives” **South China Morning Post**. <http://www.scmp.com/business/companies/article/1629364/virtue-accountability-top-company-executives>

Teaching Cases

- [1] 2020 “Transsion Mobile: Deep Blue Ocean in Africa” (with X. Zhuang)
<https://publishing.insead.edu/case/transsion-mobile-deep-blue-ocean-africa>

- [2] 2020 “Ant Financial vs. Tencent: A Tale of Two FinTech Unicorns in China (with T. Tong and K. Wu) <https://publishing.insead.edu/case/ant-financial-and-tencent-a-tale-two-fintech-unicorns-china>

- [3] 2020 “Surviving in the 5G era: Generational technological change and firm strategy in mobile telecommunications” (with D. Li, T. Tong, and Y Xiao)
<https://store.hbr.org/product/racing-into-the-5g-era-generational-technological-change-and-firm-strategy-in-mobile-telecommunications/IN1642>

- [4] 2019 “The Evolution of the Hotel Industry (A)” (pre-release version, with N. Li and T. Tong)

- [5] 2019 “Wanda’s Entertainment Empire: Can Wanda Rock Hollywood?” (pre-release version, with T. Tong, and K Wu)

- [6] 2018. China’ “Furious Five” Smartphones: Strategies and Origins (with T. Tong, H. Xiao and N. Han) <https://cases.insead.edu/publishing/case?code=37188>

- [7] 2018. Driving the Future: How Autonomous Vehicles will Change Industries and Strategy (with C. Kim, R. Mauborgne, and M. Olenick)
<https://cases.insead.edu/publishing/case?code=37600>

- [8] 2017. A Dark Horse in the Global Smartphone Market: Huawei’s Smartphone Strategy (with H. Xiao, T. Tong and K. Wu) <https://hbr.org/product/a-dark-horse-in-the-global-smartphone-market-huawei-s-smartphone-strategy/IN1324-PDF-ENG>

- [9] 2016. Uber vs. Didi: The Race for China’s Ride-hailing Market (with K. Wu, T. Tong and X. Su) <https://hbr.org/product/uber-vs-didi-the-race-for-china-s-ride-hailing-market/IN1306-PDF-ENG>

- [10] 2015. Sunac’s Acquisition of Greentown in the Chinese Real Estate Market (A) (B) and (C) (with S. Zhu and S. Poddar) (<https://hbr.org/product/sunac-s-acquisition-of-greentown-in-the-chinese-real-estate-market-a/IN1274-PDF-ENG>)