

STRATEGIC MANAGEMENT AND THE DISPARATE DUTIES OF THE CEO

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ABSTRACT

The role of the chief executive officer (CEO) is arguably the most important and influential in an organization. This exploratory research investigates the roles, duties, responsibilities, and nature of the work performed by the CEO. Employing both qualitative and quantitative methods, this triangulated study combines a comprehensive review of the management literature, with semi structured interviews and a brief questionnaire to examine what CEOs actually do. Grounded in the strategic management objective of maximizing an organization's relative firm performance in an ever-increasing high velocity and hypercompetitive marketplace, results suggest that CEOs perform three fundamental and highly disparate functions: functional coordination, environmental scanning, and visionary leadership.

A central challenge with these disparate responsibilities is each role requires a different set of skills and capabilities. To coordinate vastly disparate functional departments in an effort to achieve synergistic productivity, the CEO must be internally focused, maintain a coordination mindset, build and promote a culture of cooperation and open communication, and remain readily available -- both physically and cognitively -- to engage and resolve emerging conflicts, disputes, and challenges. To effectively scan the marketplace for opportunity and threat signals, the CEO must be externally focused, engage and maintain a search mindset, process and evaluate vast amounts of information, and nurture and expand existing information networks. While the coordination function requires turning one's focus inward on the organization, and the scanning function requires an external focus, the visionary responsibility requires simultaneous internal and external foci. In addition, the visionary leader must apply a "fit" analysis to identify relevant market factors, and then formulate appropriate strategic alternatives, while incorporating an intuitive crystal ball when determining the organization's strategic direction.

This triangulated design and grounded theory approach (1) revealed the CEO roles of coordinator, environmental scanner, and visionary leader, (2) brought to light that chief executive officers have multiple highly evolved identities they maneuver between to navigate the disparate executive duties as members of neo-tribes, and (3) underscored and reinforced previously published findings regarding the disparate, chaotic, unplanned, action-oriented, fast-paced, and broad-scoped nature of executive work, characterized by a lack of routine, orderly activities, and instead dominated by unexpected and often urgent crises. What makes the CEO's job so difficult, beyond the broad and extensive knowledge and capabilities required of the position, is that the executive must perform their disparate duties simultaneously, and in circumstances characterized by uncertainty and endless interruption.

CEOs and their organizational stakeholders benefit by embracing the "multiple identities" framework to better understand the disparate nature of executive work. Armed with a renewed and deeper understanding, CEOs might consciously, and with less resistance, move between identities as needed. An improved understanding may also assist boards of directors in the CEO search and hiring process, as well as inform nascent CEOs considering a career as an executive officer. In addition, this understanding may advance business schools and management education at undergraduate, MBA, and executive levels.

INTRODUCTION

In 2004, Proctor & Gamble's chairman and CEO, A.G. Lafley, "sat with Peter Drucker and several other CEOs and management scholars who had come together to ask, What is the work of the CEO?... Do we really understand the role and the unique work of the chief executive? Drucker believed the answer was no."

--Lafley, 2009: 2-3

Organizational survival depends on satisfactorily executing a plan and achieving a set of conscious or subconscious, predetermined objectives (Drucker, 1954) amidst calculated chaos and controlled disorder (Mintzberg, 1973). It is the responsibility of the firm's Chief Executive Officer (CEO) to serve as the organization's helmsperson, navigating the enterprise through the changing winds and waters of an oftentimes turbulent marketplace, and to pilot the firm successfully to its destination objectives (Ansoff, 1965; Peters & Waterman, 1982; Gulick, 1935, 1937a). The piloting decisions and choices made by the CEO can have far reaching consequences. "The fact is inescapable: These choices of single human beings exert enormous influence over entire enterprises. In the aggregate, they determine the prosperity of the nation," (Charan & Colvin, 2000, p. 266).

Scholars have long been fascinated with the organizational life and duties of the CEO. Luther Gulick, while serving as president of the Institute of Public Administration, in his opening essay to the classic collection of papers on the science of administration (Gulick & Urwick, 1937) introduced his POSDCORB framework (Gulick, 1937a, p.13) after asking the questions, "What is the work of the chief executive? What does he do?" Even before Gulick, Henri Fayol (1916) defined the roles of the chief executive as planning, organizing, commanding, coordinating, and controlling. Henry Barnard (1938) was the first to characterize the primary role of the chief executive as the shaper and manager of shared values in an organization. Barnard (1938: 235) while emphasizing the infusion of shared values, rational stewardship, professionalism, and moral integrity, further argued, "[The executive process] is a matter of art and it is aesthetic rather than logical," suggesting the fundamental functions of the executive focus on communication, employee effort, and purpose.

In support of Barnard, Philip Selznick (1957) introduced the concept of organization character, suggesting, "[o]rganizations become institutions as they are infused with values... [t]he institutional leader, then, is primarily an expert in the promotion and protection of values." Mintzberg (1973) was the first to scientifically study the roles and behaviors of executives, finding that their daily work lives were anything but routine and logically planned as posited by the theories of Fayol (1916) and Gulick (1937a). Instead, their lives are dominated with sporadic, unplanned, short-term copings, and crises management. Mintzberg (1973) identified three role categories for executives: interpersonal, informational, and decisional.

Drucker (1967) argued that effective executives "differ widely in their personalities, strengths, weaknesses, values and beliefs. All they have in common is they get the right things done." While the CEO's chief objective remains to acquire and maintain a sustainable competitive advantage, a fundamental and primary goal of any organization, some argue that any sustainable advantage is unattainable in our current hypercompetitive marketplace (D'Aveni, 1994). As environmental change accelerates, the role of the CEO becomes increasingly important. This study examines the nature of executive work, what it is these individuals actually do, and how they perform their various duties and responsibilities.

LITERATURE AND THEORETICAL REVIEW

Roles of the Executive

The early work of Henri Fayol (1916) during the period surrounding 1900 argued that the work of the executive included planning, organizing, commanding (leading), coordination, and control. For Fayol, planning emphasized long-range planning, organizing included processes and staffing, leadership encompassed oversight and motivation, coordination emphasized organizational harmony, and control focused on verification and conformity. Luther Gulick, while serving as president of the Institute of Public Administration, in his opening essay in the classic 1937 collection of papers on the science of administration (Gulick & Urwick, 1937) asked the questions, “What is the work of the chief executive? What does he do?” Gulick’s answer was an amplification of Fayol’s description of executive work.

Gulick (1937a), beginning with the premise that the major purpose of an organization was coordination, argued that there are seven functions of the chief executive, as identified by the acronym POSDCORB. These include planning, organizing, staffing, directing, coordinating, reporting, and budgeting. Gulick’s “coordination” function emphasizes the interrelationships of various parts of the organization. Absent in both the Fayol and Gulick perspective, are the responsibilities of environmental scanning for emerging opportunities and potential threats, and visionary leadership duty-bound to first determine and set, and then infuse into the organization its mission, vision, and values.

Also addressing the roles and function of the executive, Chester Barnard (1938) professed coordinated equilibrium within the organization, an examination of and adaptation to forces external to the organization, and the functions of the chief executive in managing and controlling the organization. Barnard’s emphasis was cooperation and coordination, and while he exalts organizational stewardship and values, and he is the first to tie together internal and external forces, he too failed to recognize the importance of visionary leadership. To be clear, Barnard postulated three executive functions: (1) to provide an effective system of organizational communications, (2) to inspire and motivate to secure individual effort and (3) to formulate and define the purpose of the organization. In this third executive function, Barnard addressed mission and purpose, but what is lacking is a vision of the future. Barnard (1938) was the first to identify the chief executive as the primary boundary spanner, which emphasizes the importance of environmental scanning (see Hambrick, 1982; Jackson & Dutton, 1988).

Philip Selznick (1957) supported Barnard’s (1938) emphasis on organization values, as he introduced the concept of organization character, suggesting, “[o]rganizations become institutions as they are infused with values... [t]he institutional leader, then, is primarily an expert in the promotion and protection of values.” More importantly, Selznick (1957) described the executive’s role primarily as one emphasizing effectiveness (doing the right thing) over efficiency (doing things right). This perspective was reinforced by Ansoff (1965) who delineated three levels of organizational decisions: strategic, administrative, and operational, arguing executives are primarily concerned with strategic decisions and issues.

The seminal work regarding the nature of executive work was conducted by Henry Mintzberg as his doctoral dissertation at MIT in 1971, and outlined in his book, *The Nature of Managerial Work* (1973). What Mintzberg actually did was closely followed and documents the activities of five prominent CEOs. His findings disproved the prevailing POSDCORB which characterized the daily life of an executive as systematic, structured, planned, reflective, contemplative, orderly, and routine. Instead what he found was that CEOs prefer hands-on

interaction and face-to-face communication in their high-pressured world of fragmented activities; a world characterized by never-ending responsibilities and demands, constant interruption, relentless pace and lack of recovery breaks, continuous brief activities each lasting typically only a few minutes, high uncertainty and ambiguity, and lack of routine or structure. Mintzberg discovered that executives are “involved, plugged in: the mode of operating is relational, simultaneous, [and] experiential” (Mintzberg, 1989: 50), yet pressured to make quick decisions that may have serious consequences. In his work, Mintzberg identified 10 roles of the executive, and placed those roles into three categories: (1) interpersonal, (2) informational, and (3) decisional.

Interpersonal roles include serving as figurehead, leader, and liaison. The figurehead performs symbolic legal and social duties. The leader inspires employees and provides oversight. The liaison serves as boundary-spanner, interacting with network branches outside the work unit. The informational roles entail receiving, collecting, and disseminating information. The second category of roles, the executive informational roles, includes information monitor, information disseminator, and spokesperson. In addition to the three figurehead roles and the three informational roles, the executive performs four decision-making roles including: entrepreneur, disturbance handler, resource allocator, and negotiator. The entrepreneur serves as innovator and change agent. The disturbance handler serves as firefighter resolving unexpected crises. The resource allocator distributes all organizational resources including financial, human resources, and even time. These ten roles, placed appropriately into three categories, clearly demonstrate the disparate nature of executive work. The current research builds heavily on Mintzberg’s three fundamental role categories to further explain and highlight the disparate duties of the chief executive officer.

In 1993, Stuart Hart and Robert Quinn developed a model of executive leadership consisting of the competing roles of vision setter, motivator, analyzer, and task master. In their work, the authors applied paradox and complexity perspectives to the roles of executives, arguing that “CEOs who achieve mastery of diverse and seemingly conflicting roles will deliver higher firm performance than those executives with a less encompassing approach to their jobs” (Hart & Quinn, 1993: 544). The vision setter creates a sense of identity and purpose based on internal assets and external conditions. The motivator manages meaning within the organization, translating vision into operational action through inspiration. The analyzer focuses internally on efficiencies and short-term management oversight. The task master gets their hands dirty and focuses on getting the job done today. Hart and Quinn (1993:569) found that “the particular roles played by the top manager are important predictors of firm performance. The results specifically underscore the importance of the vision setter and motivator roles (and to a lesser extent the analyzer role) to firm performance. It is only when the taskmaster role is combined with the vision setter and motivator roles, that performance is enhanced.”

In 2009, A.G. Lafley, chairman and chief executive officer of Proctor & Gamble, published a Harvard Business Review article based on his experience and 2004 conversations with Peter Drucker and other management experts regarding the nature of CEO work. Much of the article’s conclusions were rooted in Drucker’s 2004 comments and recent unpublished writings regarding the role of the chief executive. “In 2004 Drucker said, the CEO is the link between the inside that is the organization, and the outside of society, economy, technology, markets, and customers. Inside there are only costs. Results are only on the outside” (Lafley, 2009: 3). Lafley emphasized this “linking” role, suggesting that “it’s a job that only CEOs can do because everybody else in the organization is focused much more narrowly and, for the most

part, in one direction: salespeople are externally focused; just about everyone else is inwardly focused... The CEO can see opportunities that others don't see and, as the one person who's boss isn't another company employee, make the judgments and the tough calls others are unable to make" (Lafley, 2009:3).

In her 2011 dissertation study, Margaret Glick (2011a) re-examined the role of the chief executive officer, confirming all ten of Mintzberg's (1973) roles; but found that the negotiator and spokesperson may be delegated, and that the informational roles may no longer be as relevant as they were in the 1970s. Glick (2011b) also found support for Gulick's (1937b) and Fayol's (1916) roles. Glick further found support for the four roles revealed by Hart and Quinn (1993), and the "link" role articulated by Lafley (2009).

Just as the fable of the eight blind people experiencing and describing an elephant, so is the case with scholars describing the nature of executive work. Although there is significant overlap, existing theories and models vary enough to warrant additional study. What is widely accepted, although likely not understood except those who have walked in the shoes of a CEO, is the high pressure, chaotic, relentless pace, ambiguous, demanding nature of the chief executive officer's day filled with constant interruptions and unexpected events.

Identity and Neo-tribes

Michel Maffesoli (1996) developed the concept of neo-tribe to describe the fragmented potpourri of membership groups, each driven by a wanting to belong, and from each, providing members with a membership identity, complete with culture, accepted behavior, rules, modes of communication, schemas, and language. Identification within these groups "is marked by the lack of differentiation" (Maffesoli, 1996: 11). Neo-tribes are fluid. Lacking rigidity, neo-tribes refer to "a certain ambiance, a state of mind, and is preferably to be expressed through lifestyles that favor appearance and form" (Maffesoli, 1996: 98). As "communities of feeling" (Hetherington, 1998), neo-tribe members empathize with like-minded others. Individuals thus share lifestyles and tastes with others in the neo-tribe, and through their actions adopt the identity. Essentially, Maffesoli argues that personhood is required of every individual, that neo-tribes form to satisfy specific human needs, and the connection points and cross-fertilization between these different tribes create the networks of daily work and life.

In today's society, individuals often belong to multiple neo-tribes, and thus carry within them multiple identities. People ambulate between these identities as they engage often disparate neo-tribes. For example, a 25-year old woman might be recently married, and belong to a "bride" tribe, and with membership comes expected behaviors, a language, and expectations. That same woman may also have been promoted to full partner in a law firm, and in that role assumes a much different identity and set of behaviors. The mannerisms, the language, the behaviors, and the cognitive schemas for each of these identities are vastly different. Yet, the woman might easily transition from one identity to the other as she leaves the courtroom and minutes later attends a dinner party thrown by the bride community.

The challenge we face in this fragmented identity space, is that many individuals possess so many identities, and often vastly different identities, that we can lose ourselves in the cacophony of multiple lives. To the previous example of the young bride, imagine now that she has given birth to three children, performs for the local symphony, is an accomplished competitive tennis player, and enjoys the hobbies of sailing, equestrian, and needlepoint. She has a specific mannerism and language she uses when embracing her spouse identity, where she has specific roles and domestic household responsibilities. That identity is likely entirely different –

complete with different mannerisms and language – than her role as her husband’s lover, or her role as her children’s mother. And those identities are certainly much different than her identity as concert pianist, which may again be entirely different than her identity as tennis competitor or equestrian. Not to belabor the point, but her life becomes a constant navigation and transformation from one identity to another, on a daily and sometimes hourly basis.

CEOs similarly maintain an assemblage of identities at their disposal – some personal and some related to their duties as CEO. It is within the corporate identities that CEOs build and nurture three distinct identities: (1) functional coordinator, (2) environmental scanner, and (3) visionary leader. The first identity, in no particular order, coordinator is focused on the internal operations of the business. It is in this coordinator identity that the CEO builds a process mindset and language around synergistic opportunities of coordination and cooperation, where the executive inspires and encourages buy-in from internal stakeholders, engages dispute resolution, provides a veil of governance and oversight, and where efficiency and productivity remain atop the list of key objectives. In this neo-tribe, along with the CEO, are subordinates, internal contractors, and service providers associated with efficiency initiatives – as well as other CEOs in the executive’s network that share this same type of responsibility.

The second identity, external scanner, requires a search and evaluates mentality, ignoring for brief assessment periods the cacophony of internal noise generated by the coordinator identity. The scanner identity requires a focus on the external environment, looking for clues and queues that might signal change in the marketplace, maintaining at the ready, a host of assessment capabilities to evaluate a potential opportunity fit or nascent threat to the organization. It is in this scanner identity that the CEO nurtures and expands their external information and resource networks, deep into regional, political, technological, legal, and industry communities. This executive scanning identity must also embrace the future, possessing an intuitive and reflective sense of industry, consumer, and other environmental trends. Mintzberg’s (1989: 51) “dilemma of delegation” concept applies most appropriately to this scanning identity, where executives “...may simply be incapable of disseminating some relevant information because it is inaccessible to his or her consciousness.” This identity must build an intuitive sense based on extensive expert knowledge chunks in this area (Prietula & Simon, 1989; Simon, 1974, 1976; Chase & Simon, 1973); but this scanning identity has a different expert base of knowledge than does the identity of coordinator. The neo-tribe for the scanning identity includes mostly external contacts, information sources, service providers, industry and trade organizations, and other CEOs facing the same scanning challenges.

The third identity, as a visionary leader, requires an integrative and broad sense making (Weick, 1995) mindset, with a commitment to reflective assessment and imagination, and a creative tension (Senge, 1990) and restlessness with the present. It is within this identity the executive performs their most critical role (Pearson, 1989; Phillips & Hunt, 1992) determining the destiny of the organization, envisioning the best possible fit, both now and in the future, between (1) the organization’s internal resources and capabilities, as they now exist and their future potential, and (2) a dynamic environment. CEOs in their visionary role aspire to achieve high levels of organizational cohesion, trust, motivation, and enhanced performance (Zhu et al 2005). Visionary leaders must possess the ability to create and articulate clear visions, providing meaning and purpose to the work of an organization (Nanus, 1992; Sashkin, 1987). Operating under this identity, visionary executives must inspire stakeholders to the point of empowered action and follower dedication (Connaughton & Daly, 2004); for lack of engagement is typically due to a poorly communicated vision, causing people to spend their time in frustrated uncertainty

as they try to figure out what direction to go, leaving them tired and unresponsive (Hofer, 1975; Heath and Heath, 2010). The neo-tribe for the visionary identity is limited to other CEOs, also responsible for the destiny of their firms, and albeit at a lower membership status, those stakeholders to whom the inspiration is directed.

These three roles and identities emerge from the data and are supported by follow-up survey responses. They provide a parsimonious perspective and model of CEO duties and behavior, as we address “the need for an integrative, model of CEO behavior” (Hart & Quinn, 1993:551). Interestingly, the three roles/identities satisfy Parson’s (1959) four functional prerequisites for any system of action: adaptation (scanner and visionary), goal attainment (visionary and coordinator), integration (coordinator), and pattern-maintenance or tension-management (coordinator).

Expertise and Intuition

Expertise is typically identified with the speed and ease with which experts recognize key features of the situation, and accurately solve complex problems (Simon, 1985, 1987a). Expertise is often referred to as intuition; however, intuition is usually defined as the capability to act or decide appropriately, often without awareness, and absent consciously and deliberately evaluating alternatives or employing a specific routine (Hogarth, 2001, 2005; Kahneman & Klein, 2009). “Managers also use the word intuition to refer to thought processes that work but are unknown to them” (Mintzberg, 1989:50), suggesting that may have “good implicit models.”

There are two main streams of research regarding expertise and intuition. One approach – the Dreyfus Theory – argues intuition is a result of holistic brain processing (Dreyfus, 1972; Dreyfus & Dreyfus, 1986). The second approach – the Simon Theory – posits that pattern recognition and accumulated knowledge chunking lead to expertise and intuition (Prietula & Simon, 1989; Chase & Simon, 1973). Dreyfus suggests that aspiring experts go through five stages, including novice, advanced beginner, competence, proficiency, and expertise stages (Dreyfus & Dreyfus, 1986; 2005). The difference between the final two stages in the Dreyfus theory is that in the “proficiency” stage, individuals intuitively organize and understand, but continue to depend on analytical thinking to make decisions; while in the “expertise” stage, understanding and decision-making are intuitive, effortless, and fluid. According to the Dreyfus theory, CEOs develop their expertise and intuition through predictable stages.

Simon’s theory of expertise and intuition begins with the premise that both novices and experts suffer from the same cognitive limitations (Chase & Simon, 1973; Simon 1987b), which means they can focus attention on only one object at a time, and their short term memory is limited to only a few items. The theory is based on extraordinary performances of perception and recognition. A piece of information is stored in short term memory and accessed readily; however, it is likely lost over time. To overcome this issue of memory loss and to address long term memory limitations, Simon proposed the concept of knowledge chunk, a long term memory “symbol” having arbitrary subparts and properties (Chase & Simon, 1973). These chunks of knowledge can be accessed, and when evaluating, experts place pointers to these chunks in their short term memory. Simon and Gilmarin (1973), based on a computer program, estimated that expertise requires an accumulation of between 10,000 and 100,000 chunks of knowledge in memory. Rather than report this range, most literature cites the number 50,000 chunks as the requisite hurdle for expert status. Simon (1985) argued that insights are gained once approximately 50,000 chunks of related information have been accumulated. Expertise is a result

of slowly acquired knowledge chunks in long term memory, and the ability to access these chunks in an effective and efficient problem-solving manner.

CEOs acquire their expertise in some or all of their neo-tribe domains. It is this expertise that allows them to operate effectively in their chaotic, fast-paced roles. What is unique in the expertise discussion herein is that each identity requires a unique level of expertise. Assuming that 50,000 domain-specific chunks qualifies someone as expert (Simon, 1985), and assuming that there is most likely moderate, if not substantial, overlap of knowledge chunks between the domains of coordinator, scanner, and visionary, then it is reasonable to assume that effective CEOs must possess upwards of 75,000 to 150,000 chunks of domain specific knowledge. It may be that embracing a specific identity allows an executive to more readily access the expert knowledge base to “intuitively” work through decisions, problems, and crises.

METHOD & DATA

As an exploratory study into the identity and roles of the CEO, this research focused primarily on the literature to identify and develop the three disparate duties presented herein, and to address theoretical sensitivity (Glaser, 1978). An inductive grounded theory approach (Glaser & Strauss, 1967; Strauss & Corbin, 1997) was employed to identify factors, identities, and neo-tribes related to the executive. A triangulation approach (Denzin, 1978; Jick, 1979; Scandura & Williams, 2000) was undertaken to achieve some degree of cross validation and reduce the chances of a methodological artifact (Bouchard, 1976). To provide this preliminary validation, qualitative and quantitative data was collected using a snowball sampling technique. Interviews and brief questionnaires were employed to collect data, utilizing the constant comparison grounded theory techniques of iterative note-taking, coding, memoing, and sorting (Glaser & Strauss, 1967). In the tradition of grounded theory analysis, inductive theory emergence was used in lieu of hypothesis testing, theoretical sampling to appropriately address the research situation, and saturation to determine when appropriate data had been collected (Glaser, 1992; Charmaz, 1983).

Sample and Data

This research began with an extensive literature review followed by interviews of twelve chief executive officers. Eight interviewees were located in the San Francisco Bay Area, three in the San Diego region, and one in Boulder, Colorado. The interviews took place between February 2007 and August 2009. The firms managed by these executives ranged in size from \$325,000 to \$300,000,000 in annual sales. The executives were selected on the basis of convenience and availability, and were informed the interviews were intended to last no more than 10 minutes. In reality, the average interview was 37 minutes with the longest lasting more than two hours. In each interview, the executive was advised that the 10-minute limit had been reached, and in every case the executive asked that the interview continue.

After the interviews were completed, and initial coding accomplished, a brief eleven-question survey was created to provide additional validation with an opportunity for respondents to reveal additional aspects of their work that might inform this study. In accordance with Nunnally (1978), an eleven-item survey (see Appendix B) was developed using seven-point Likert scale (Strongly Agree to Strongly Disagree), rank order, constant sum, and open-ended comment questions, and emailed directly to targeted CEO respondents. The survey was sent to CEOs in a database of family businesses from a family business center at a large West Coast

state university, a database of technology firms, and a database of personal contacts. The email was sent directly to the CEO, and when the CEO was not identifiable, the email was sent to a high ranking manager asking that it be forwarded to the CEO. Rather than utilizing an online survey vendor, and in order to provide a more personalized touch, the survey was placed in the body of the email rather than as an attachment. In the email, respondents were asked to complete the quick 2-minute survey and to also forward it to any CEO they may know for their participation. In total, 941 email surveys were sent.

Data Analysis

The data collection and theoretical sampling started with a review of the literature on the roles and functions of the chief executive. The literature was coded and reviewed, using repetitive constant comparison to additional data and literature. As the codes were emerging, the literature led to the concept of identities and communities, which led to the work of Maffesoli (1996) and expertise/intuition (Chase & Simon 1973; Mintzberg 1989). Codes were eventually merged and sorted into categories and concepts. Throughout, memos were written to clarify and document relationships between categories and concepts. Sampling continued using a theoretical sampling approach, allowing the “next” data sample to be informed by coding, comparison, and memoing. Data collection, via theoretical sampling, was concluded when theoretical saturation was achieved; that is, when additional data provided no new insights.

RESULTS

There were twelve individual semi structured grounded theory interviews conducted, each lasting on average 37 minutes, asking core questions (see Appendix A) about the nature of their duties as CEO. The questions were modified slightly as coding and comparisons informed the research question. While the original interview questions addressed the CEO duties and responsibilities, and the nature of their daily work; as the interviews progressed, the questions evolved to include inquiries into the unplanned and chaotic nature of their CEO duties, the specific coordinator, scanner, and visionary functions, the possibility of identities associated with each of these roles, and the neo-tribes associated with each identity. The longest interview duration was 132 minutes. Four of the interviews were conducted face-to-face and the remaining eight interviews conducted on the phone. Although all interviews were originally scheduled as face-to-face meetings, the hectic and changing nature of the CEOs’ schedules led to many cancellations and rescheduling, and hence why eventually so many were conducted by phone. All interviews were recorded using handwritten notes, which were then typed within 48 hours of the interview. The interviews were coded immediately upon typing up the original handwritten notes. Each interviewee held the position of CEO.

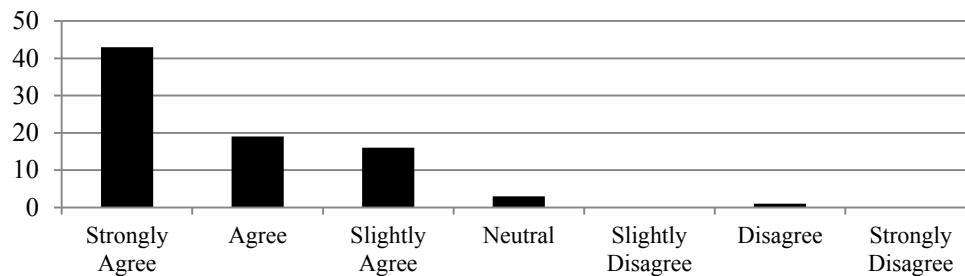
CEO interview participants in this study clearly identified with the three fundamental roles: coordinator, scanner, and visionary. They also strongly identified with the concept of each role being associated to a specific identity, requiring a specific set of knowledge, skills, and capabilities. There were comments by many of the CEO interviewees regarding the limited scope of the three roles, although during the interviews, the CEOs did not identify additional roles or categories. It was more a “sense” that there was something missing – that their duties were unimaginably broad, and broader than represented by the three roles. In the emailed questionnaires, several comments were received regarding their work as a boundary spanner,

figurehead, and liaison to the outside community; and many comments were related specifically to direct sales work and technical expertise.

Of the 941 email surveys sent, 106 were returned, which would represent an 11.7% response rate; however, due to the snowball nature of the sample, an accurate response rate is indeterminable. Of those 106 questionnaires returned, 24 were unusable due to missing or incorrect responses. Of the remaining 82 responses, 18 surveys had forced valuations that did not sum to 100%, but were close enough to adjust the CEOs' responses proportionately. The responses from the initial five survey questions support the model of three disparate executive roles, identities, and neo-tribes for CEOs facing daily situations characterized by high urgency, chaos, and fragmentation.

The email questionnaires revealed support for Mintzberg's (1973) findings of the high pressure, chaotic, relentless pace, ambiguous, and demanding nature of the chief executive officer's day. With $n=82$, there were 43 CEOs who strongly agreed with the statement "On average my typical workday is characterized by an overall relentless pace, continuous interruptions, unexpected crises, fragmented activities, never-ending responsibilities and demands, high uncertainty and ambiguity, and a general lack of routine or structure." In addition, (see Figure 1) 19 CEOs agreed, 10 slightly agreed, while only 3 were neutral and 1 respondent disagreed.

Figure 1
Q1: CEO DUTIES ARE FRAGMENTED, DISPARATE, CHAOTIC.



When asked their level of agreement with the statement, "Each of my duties and responsibilities as CEO fall into one of the following three roles: (1) coordinator of disparate functions and groups within the organization, (2) environmental scanner of emerging and existing opportunities and threats, and (3) visionary leader setting and promoting the firm's mission, vision, and strategy," 10 respondents strongly agreed, 12 agreed, 17 slightly agreed, 23 were neutral, 12 slightly disagreed, 6 disagreed, and 2 strongly disagreed (see Figure 2). When examining further, 17 of the 20 respondents that disagreed to some degree, commented in one respect or another that their duties were more complex, wide-ranging, all-encompassing, broader, or more extensive than represented by only three categories.

For the third survey question, "Each of my three roles (coordinator, scanner, and visionary) requires a substantially different set of skills and capabilities," responses included 29 strongly agree, 36 agree, 11 slightly agree, 3 neutral, 2 slightly disagree, and 1 disagree (see Figure 3). Few comments were included regarding the individual skill and capabilities required for each role; however, there were several comments highlighting the diverse skill set required of the CEO. These included comments, such as "I'm the only person in the organization with the broad and varied skill set to understand all aspects of the business."

Figure 2
Q2: MY CEO ROLES FALL INTO ONE OF THE THREE CATEGORIES.
(COORDINATOR, SCANNER, VISIONARY)

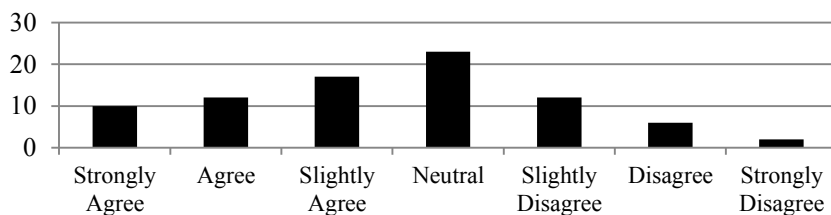
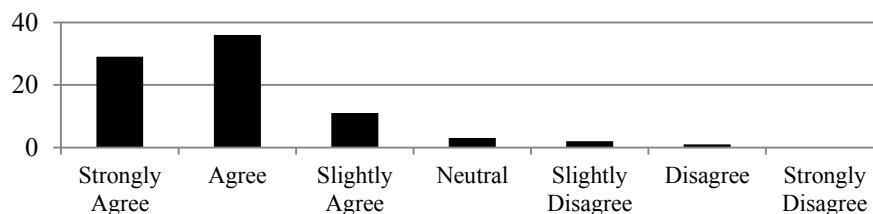
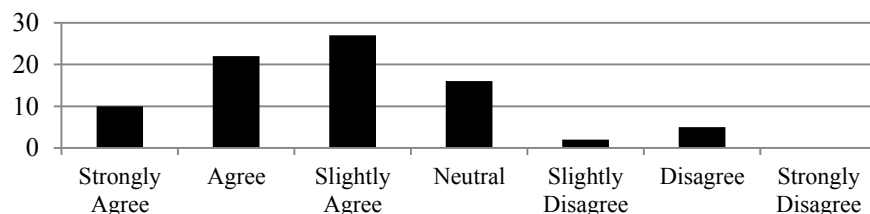


Figure 3
Q3: THE 3 ROLES REQUIRE DIFFERENT SETS OF SKILLS AND CAPABILITIES.
(COORDINATOR, SCANNER, VISIONARY)



When responding to the question about identities, “Each of my three roles (coordinator, scanner, and visionary) requires that I assume a separate identity (mindset, behaviors, language) when effectively performing each role,” of the 82 responses, 10 strongly agreed, 12 agreed, 17 slightly agreed, 23 were neutral, 12 slightly disagreed, 6 disagreed, and 2 strongly disagreed (see Figure 4). The comments from the respondents revealed somewhat of a split among the respondents, those who agree and those who disagree. Several respondents in agreement that their roles coincided with separate identities made comments such as, “I spend my day flipping between personalities as I assume each role.” Those in disagreement, often added comments regarding the single role and identity as CEO, including reference to the spotlight or figurehead.

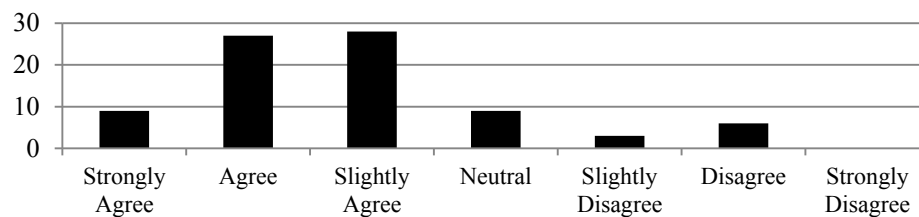
Figure 4
Q4: EACH OF THE 3 ROLES REQUIRES A SEPARATE IDENTITY.
(COORDINATOR, SCANNER, VISIONARY)



To address the concept of neo-tribe communities, each respondent was asked, “Within each of my three roles, I tend to interact with a different set of individuals.” On average, the respondents answered between “slightly agree” and “agree” with 9 strongly agreeing, 27

agreeing, 28 slightly agreeing, 9 neutral, 3 slightly disagreeing, 6 disagreeing, and no respondents strongly disagreeing (see Figure 5). Of the 9 respondents who disagreed at some level, 7 added comments suggesting they view their work network as one all-inclusive community. For example, one respondent commented, “I wear many hats, but I interact with the same people on a weekly basis. I often perform different roles, but do so with my entire network.”

Figure 5
Q5: WITHIN EACH ROLE, I INTERACT WITH DIFFERENT
NEO-TRIBES.
(COORDINATOR, SCANNER, VISIONARY)



When asked to “Place a percentage value by each of your CEO roles indicating the relative importance that role provides the organization,” the respondents reported valuing their coordination, scanning, and visioning roles at 39%, 18%, and 43% respectively (see Figure 6). In comparison, these respondents reported the actual time they spend in each of these roles at 67%, 20%, and 13% respectively (see Figure 7). With respect to how the CEOs valued their coordination role versus how much time they actually spent on coordination, 75 of the 82 respondents spent more time in coordination than their reported score for coordination value, while four respondents spent equal time and two respondents spent less time. For scanning, 38 respondents valued the role higher than the time they actually spent performing the role, 15 reported equal values to time engaged in scanning, and 28 indicated they spend more time actually scanning than the function’s value. Regarding vision, 76 of the 82 respondents, representing 92.7%, value this role higher than the actual time they spend at this executive duty, while 4 CEOs reported equal time to value, and 2 reported spending more time visioning than they value the role.

Several respondents during the interviews mentioned that CEO responsibilities may differ depending on age or size of the organization, or on the industry in which the firm competes. It may very well be that size matters, and for that reason this study further examined the survey responses based on organizational size. Table 1 separates the responses by categorizing size into three levels: Small Business with less than 50 employees, Small to Medium-sized Enterprise (SME) with 50-249 employees, and Large Enterprise with 250 or more employees. Results suggest that CEOs of small businesses, on average, value the coordinator role much more than do their SME or Large Enterprise counterparts. Results also suggest that CEOs with more employees spend less time performing their coordinator duties than do CEOs of firms with more employees. What is also noteworthy is that regardless of firm size, as measured by number of employees, CEOs spend more time in coordination than they actually value the role. Likewise, at all levels of firm size, as measured by number of employees, CEOs spend much less time in their visionary leadership role than they perceive the role as important.

Figure 6
DISPARATE DUTIES OF THE CEO
CEO PERCEIVED ROLE VALUES

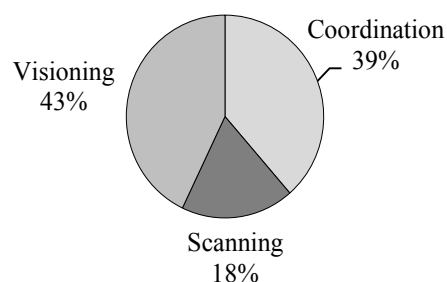


Figure 7
DISPARATE DUTIES OF THE CEO
CEO ACTUAL TIME SPENT IN ROLES

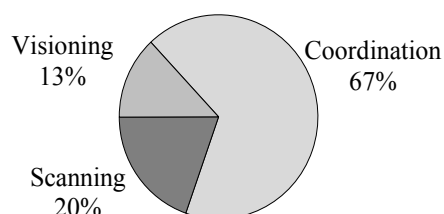


Table 1
DISPARATE DUTIES OF THE CEO
SIZE BY EMPLOYEES: CEO PERCEIVED VALUE OF ROLE
IMPORTANCE VERSUS ACTUAL TIME ENGAGED

Size Categories	N	x-bar	Value vs Time	Coordination	Scanning	Vision
Small Business (0-49 employees)	51	13.4	Value to Firm Actual Time	41.7% 72.2%	17.6% 18.2%	40.7% 9.6%
SME (50-249 employees)	25	85.1	Value to Firm Actual Time	33.2% 61.0%	21.0% 21.2%	45.8% 17.8%
Large Enterprise (250+ employees)	6	964.2	Value to Firm Actual Time	35.0% 51.7%	15.0% 25.0%	50.0% 23.3%

Annual revenue was also used as a second measure of firm size. Table 2 displays results when respondents are divided into categories by firm size, with Small Business identified as those with annual revenue less than \$7-million, SME revenue between \$7-million and \$50-million, and Large Enterprise as those firms with revenues exceeding \$50-million. CEO responses were similar for the size groups for both size by employee number, and size by annual revenue.

Revenue Size Categories	N	x-bar	Value vs. Time	Coordination	Scanning	Vision
Small Business (0-\$6.9 million)	50	1.6	Value to Firm Actual Time	42.1% 71.4%	17.6% 18.8%	40.3% 9.8%
SME (\$7-\$49.9 million)	20	23.2	Value to Firm Actual Time	34.5% 62.5%	19.8% 19.0%	45.8% 18.5%
Large Enterprise (\$50+ million)	12	108.8	Value to Firm Actual Time	30.8% 57.9%	20.0% 24.2%	49.2% 17.9%

Several of the CEOs during the interviews mentioned age of the business as a possible factor. The idea being that systems and routines in new ventures are likely less developed, and thus results in different chief executive duties or perspectives. Additionally, many of the conversations about age of firm included comments about the concepts of founder and entrepreneur, suggesting a difference between the new venture CEO and the chief executive of an established firm. Another conversation that emerged regarding age was the idea of the Legacy Organization, characterized as a business that had survived at least one major CEO succession. The conversations suggested “legacy” may apply to any firm, but most likely to a family business. Based on these respondent insights, the data was stratified by age, identifying New Venture as those firms in business less than 10 years, Established Firm as those firms in operation 10 to 40 years, and Legacy Firm as those older than 40 years. The results of age categories appear to be similar to those of firm size categories, which might be expected as age and size are often highly correlated. The correlation coefficients between Revenue and Employees, Revenue and Age, and Employees and Age are 0.89, 0.71, and 0.66 respectively.

Age Categories	N	x-bar	Value vs Time	Coordination	Scanning	Vision
New Venture (<10 years)	25	6.6	Value to Firm Actual Time	38.0% 75.0%	19.8% 15.4%	42.2% 9.6%
Established Firm (10-39.9 years)	43	17.4	Value to Firm Actual Time	42.0% 63.9%	17.0% 21.4%	41.0% 14.7%
Legacy Firm (40+ years)	14	58.2	Value to Firm Actual Time	29.3% 63.9%	20.7% 21.8%	50.0% 14.3%

The data thus far has been presented in its raw form, but to better understand the CEO responses it may be helpful to weight the responses based on firm size or age. This was accomplished by converting each response to the product of the actual response and the weighting factor. Number of employees and firm annual revenue were used as weighting factors. Figure 8 presents how the respondents value each of the three CEO roles, weighted by firm annual revenue. Figure 9 displays how the respondents distribute their time among each of the three CEO roles, weighted by firm annual revenue. Essentially these two graphs exhibit how the CEOs value each of the three roles, per dollar of annual revenue; and likewise how they spend

their time, per dollar of revenue. Similarly Figures 10 and 11 present the value and time distribution data weighted by firm size as measured by number of employees.

Figure 8
DISPARATE DUTIES OF THE CEO
CEO PERCEIVED ROLE VALUE: ADJUSTED FOR REVENUE

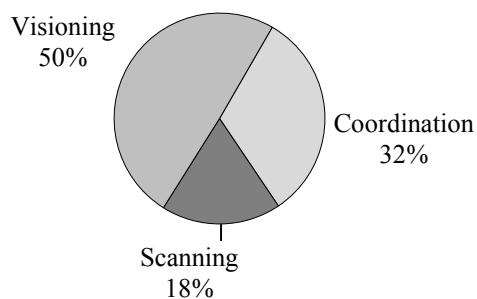


Figure 9
DISPARATE DUTIES OF THE CEO
CEO ACTUAL TIME SPENT IN ROLES: ADJUSTED FOR REVENUE

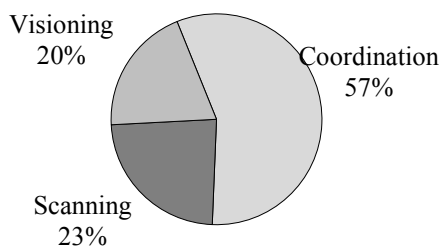


Figure 10
DISPARATE DUTIES OF THE CEO
CEO PERCEIVED ROLE VALUE: ADJUSTED FOR EMPLOYEES

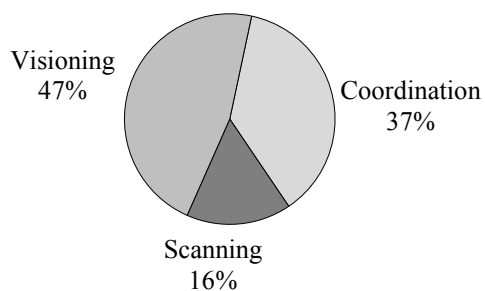
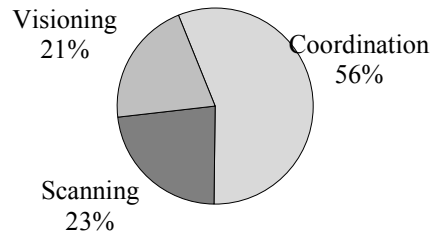


Figure 11
DISPARATE DUTIES OF THE CEO
CEO ACTUAL TIME SPENT IN ROLES: ADJUSTED FOR EMPLOYEES



CONCLUSION (DISCUSSION)

This study examines the disparate nature of chief executive work. Building on the work of Fayol (1916) and Gulick (1937a), who characterized executive duties as planned and organized activities; then building on the work of Barnard (1938) and Selznick (1957), who emphasized stewardship and values; and then building on the classic work of Mintzberg's (1973) ten roles of the manager, this study extends the current view of managerial work to include disparate identities complete with independent mindsets, skills, capabilities, and neo-tribes. CEOs exist in an environment characterized by a cacophony of noise and information, high degrees of uncertainty and ambiguity, constant shuffling between brief yet crucial activities, and a relentless pace (Mintzberg, 1973). Multiple identities may be a coping mechanism, a way to compartmentalize and maximize critical sets of capabilities, and the identities may serve as a means to meaningfully participate in corporate neotribalism. Being cognizant of multiple identities and the concept of neotribalism may bring comfort to executives grinding through day after day of relentless chaos, information, and disparate demands. Consciously knowing and understanding the concept of multiple identities may allow CEOs to better schedule their work duties, more easily maneuver between identities, and more readily call upon the appropriate identity when faced with a particular situation. Mintzberg (1989:50) suggests that executives "revel in ambiguity, in complex, mysterious systems without much order" which one would expect when performing vastly disparate duties and constantly shifting between identities. Multiple identities may be a core mechanism through which CEOs navigate the turbulent winds of an organizational performance vessel.

The three executive identities – coordinator, scanner, visionary – are associated with three nearly distinct neo-tribes. The executive coordinator brings a like mindedness to his or her employees, customers, and vendors; however, the core members within this neo-tribe reside in the company's human resources. The executive scanner, on the other hand, joins the ranks of other CEOs desperately seeking new opportunities and ever on guard for signals of emerging threats. The network tie between the coordinator and scanner neo-tribes is moderate, as the same customers and vendors provide contract to the coordinator neo-tribe and information to the scanner neo-tribe. As such, these two identities are more similar to each other than they are to the visionary identity, and this may allow the CEO to operate, at least moderately effectively, using either identity while tending to coordination or scanning duties. Based on the data collected in this study, it is the visionary duties that are likely most important among the host of executive

responsibilities. Assuming this is true, the visionary identity is crucial to the CEO. Unfortunately, this identity is substantially different than the coordinator or scanner identities, and requires the CEO step away from the coordinator and scanner neo-tribes to reflect and embrace their intuition to make critical strategic decisions. Again, armed with this understanding, CEOs might build their schedules accordingly, and immerse themselves, when needed, in their visionary neo-tribe.

The research and findings also re-emphasize the notion of expertise (Prietula & Simon 1989, Mintzberg, 1989) as it relates to the complex and disparate nature of the duties and responsibilities of the CEO. Clearly, executives perform under unique circumstances because of the combined weight of their varied duties, constant interruption, high uncertainty, extreme time pressures, and the fact that they are alone in the sheer quantity of organizational and industry information. Revealed in this study were the clearly identifiable identities that CEOs possess, and the dramatic differences between these identities.

Maffesoli (1996) speaks of *puissance*, from a sociological perspective, as the inherent energy and vital force of the people. *Puissance* emerges out of our everyday interactions, and for Maffesoli, the core of *puissance* is the will to live, and to live strong. CEOs undeniably live strong. Within an environment of perpetual flux, their neo-tribes interact and intra-act at a relentless pace. Executive tribal membership requires a sophisticated identity, and the successful navigation of executive duties demands multiple identities. Maffesoli also argues that society, and I argue by extension, the institution of business, is evolving from a paradigm of rationality, to one of empathy, to eventually one of passion, suggesting we are currently in the transition from rationality to empathy. If true, then expert-intuitive members of the CEO neo-tribes are well positioned to adapt and succeed within their roles and identities.

This research does uncover one alarming concern, the loss of individual identity. This is the idea that when carrying multiple identities, and shifting between these identities at an increasingly relentless pace, we become ever more susceptible to losing our “true self.” Nowhere might this be more concerning than for the chief executive officer attempting to satisfy the incessant needs of innumerable personal and organizational stakeholders, and this may be magnified further for the CEO “supermom.”

RESEARCH LIMITATIONS

As is the case with all research endeavors, this study has its limitations. First and foremost, the results have limited generalizability due to a small convenience sample. Yes, the triangulated grounded theory design was intended to provide an acceptable level of validity; however, much more data must be collected and analyzed before it is reasonable to argue that these three identities are commonplace among chief executive officers. The database of CEOs included many “info” addresses as the name on the CEO email address, and thus likely delivered to a general email account managed by an administrative gatekeeper, possibly resulting in the survey never reaching the CEO. In addition, nearly 10% of the CEO email addresses were incorrect, resulting in emails being returned as undeliverable. Also, it is unknown if the CEOs were the ones who actually answered the survey, or if the respondent answered honestly. Another generalizability limitation is due to the fact that this study was limited to CEOs in the United States, so the results may not apply to CEOs in other countries.

As with any classification system, the “three roles” typology developed herein is intended to aid in the comprehension, understanding, and explanation of complex social phenomena. In this study, the goal was to explore, understand, and explain the nature of executive work. The

development of this role typology is a limitation because the creation of any classification systems is often aided by the researcher's experience and intuition (Hambrick, 1984; Snow & Miles, 1983).

FUTURE RESEARCH DIRECTION

Additional research is needed to duplicate and validate the findings herein. These studies should explore larger and different CEO samples, and control for industry factors, as well as firm age and size. Lifecycle may be a substantive element in CEO behavior and roles, suggesting the CEO duties of a start-up might be much different than those of an established business, or legacy firm. As with any development of a typology, there is a risk of exclusion. Further research is needed to better assure that these three roles of the CEO are complete and comprehensive, as there may exist a category of CEO duties that was not revealed by this research or by this CEO sample. Based on several comments in the email surveys related to the idea of boundary spanner, figurehead, and technician duties of some respondents, there may be an additional set of roles related to a liaison role, whether it be sales-, legal-, public relations-, or technician-oriented. There may also be a transitory or situational set of roles that rarely surface, such as additional roles needed during severe crises, mergers, or turnaround situations.

More research is needed exploring the cognitive limitation factors that apply to the disparate and unstructured nature of executive work. Leonard Wrigley (1970), building on the work of Chandler (1962) and Ansoff (1965), developed a nine-category measure of diversity strategy. Richard Rumelt (1974, 1982), building on the work of Wrigley, and others, conducted the seminal work on corporate diversification, relating organization performance to strategy and structure. Rumelt's work led others (Bettis & Prahalad, 1995:6) to posit that performance may be linked to a variety of dominant logics, suggesting why so many companies are "information-rich but interpretation-poor." It may be that CEO performance is related to the issue of bandwidth, and more specifically, the management of limited bandwidth. That is, the more varied the responsibilities, and the more accelerated the numerous flows of crises, disputes, and decisions demanded of the CEO, the poorer his or her performance. Likewise, the increase in number of identities harbored within the CEO, the less likely they are to perform at their potential. This stream of inquiry should be explored. Several CEOs in this study commented that their outstanding Chief Operations Officer relieved them of a great deal of the daily coordination duties, allowing them to spend more time on visionary and opportunity seeking activities.

Another needed research area revealed in this study is in the area of CEO health and well being, as it relates to multiple identities. Several respondents mentioned the multitude of roles they play both inside and outside their firm, including both their business and personal lives. It may be that highly successful CEOs tend, for whatever reasons, to be naturally successful in any endeavor undertaken; and thus may tend to be involved in more activities that require an expanding number of identities and neo-tribes. Many of our respondents mentioned industry and trade positions they held, outside board responsibilities, child coaching and support duties, local community obligations, and personal art, sport, and hobby achievements. Researchers should answer the question if the maintenance of additional identities leads to reduced performance in each or any of an executive's obligated roles.

One last area of future research regarding CEO identities needs to take into consideration different types of organizations. It may be that different types of businesses require different identities. For example, a highly diversified enterprise needs strong portfolio management, and thus may require less coordination, whereas a strategic management company may require more

guidance and leadership identities to manage related businesses. Likewise, a firm with active CEO management may require operational expertise and governance identities, whereas hands-on firms may be led by technician or sales CEOs that work very closely with all members in the organization, thus emphasizing almost entirely the coordination identity.

IMPLICATIONS FOR PRACTICE

This research informs practice in a variety of ways, and at numerous levels. A deep understanding of one's identities and associated neo-tribes may help CEOs navigate their chaotic workday and better plan their unpredictable and ever-changing schedule. A cognitive awareness of the identities associated with each executive role may also aid chief executives in their professional development. Once a CEO understands the nature of each role, and the requisite skills and capabilities needed to successfully perform each role, they are in a better strategic position to exploit their strengths and bolster their weaknesses.

At the firm level, boards and executive search firms who truly understand the nature of each executive identity, and the associated requisite skills and capabilities, are better positioned to evaluate candidates, and indoctrinate new hires. In addition, boards may realize that many CEOs are plagued with excessive coordination activities that may be performed successfully by a competent chief operations officer, and thus allocate additional firm resources to the search, hire, and professional development of the COO.

An industry and societal understanding of the extreme identity challenges faced by chief executive officers, and the importance of the roles they play in the firm, the industry, and society may initiate an economic, moral, legal, and political conversation regarding how to balance individual, firm, industry, and societal performance. With respect to sustainability and the recent growing support of balanced approaches such as the Balanced Scorecard (Kaplan, 1992) and Triple Bottom Line (Elkington, 1997), an understanding of how identities may inform the goal of balance and sustainability at all levels.

Another area of practice where the concept of CEO identities and neo-tribes may prove beneficial is in the world of entrepreneurship and new venture creation. Because entrepreneurs wear so many hats as they launch their start-up venture, a lack of understanding executive identity may lead to unnecessary confusion and inefficiency. This understanding will also inform entrepreneurship education, helping instructors better explain the nature of entrepreneurial executive work, and inform those thinking about a career in entrepreneurship, or nascent entrepreneurs just getting started.

One last area practice that may benefit from an understanding of CEO identities and neo-tribes is in the area of crises management. For organizational crises, the CEO might employ a specific identity and reach out to specific neo-tribes. For personal crises, such as the loss of a family member, a CEO may use the identity frame work to better predict their ability to perform in the job and provide insights on how to cope and plan accordingly.

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APPENDIX A: SEMI STRUCTURED INTERVIEW GUIDE

I'm interested in understanding what it is you do as CEO. What are your CEO daily activities, responsibilities, and duties? How do you spend your time as CEO?

1. How would you describe your typical day?
2. List the most important duties you perform as CEO – the duties that most impact the organization.
 - a. Describe the duty of _____ (from the list provided in the previous questions) and explain why it is so important and how it impacts the organization.
 - b. Describe the duty of _____ (from the list provided in the previous questions) and explain why it is so important and how it impacts the organization.
 - c. Describe the duty of _____ (from the list provided in the previous questions) and explain why it is so important and how it impacts the organization.
3. If you could replace yourself with several versions of your CEO self, how many would there be and how would they differ – what CEO responsibilities would each have, and why? What I am trying to understand is if there are discernible categories of your CEO work.
 - a. What knowledge, skills, capabilities, and personality traits are needed for you to perform the duties of _____ (from the list provided in the previous questions) and explain why they are needed to successfully perform those duties?
 - b. What knowledge, skills, capabilities, and personality traits are needed for you to perform the duties of _____ (from the list provided in the previous questions) and explain why they are needed to successfully perform those duties?
 - c. What knowledge, skills, capabilities, and personality traits are needed for you to perform the duties of _____ (from the list provided in the previous questions) and explain why they are needed to successfully perform those duties?
4. How did you acquire your CEO knowledge, skills, and capabilities?
5. What would you recommend to aspiring CEOs regarding developing their knowledge, skills, and abilities?
6. What recommendations do you have for CEOs regarding how to manage their duties and lives?

APPENDIX B: EMAIL SURVEY

This study suggests that your CEO duties fall into the following three categories:

1. Coordinator (coordinates the disparate people, groups, and activities of the organization)
2. Environmental Scanner (scouting the industry, marketplace, and economy for signals of emerging or existing threats or opportunities)
3. Visionary Leader (establish and promote the vision and mission of the organization, as well as infuse organization with values)

Indicate the degree to which you agree or disagree with the following statements.

1=Strongly Disagree, 2=Disagree, 3=Slightly Disagree,
4=Neutral,
5=Slightly Agree, 6=Agree, 7=Strongly Agree

1. ___ On average my typical workday is characterized by an overall relentless pace, continuous interruptions, unexpected crises, fragmented activities, never-ending responsibilities and demands, high uncertainty and ambiguity, and a general lack of routine or structure.

2. ___ Each of my duties and responsibilities as CEO falls into one of the following three roles: (1) coordinator of disparate functions and groups within the organization, (2) environmental scanner of emerging and existing opportunities and threats, and (3) visionary leader setting and promoting the firm's mission, vision, and strategy.
3. ___ Each of my three roles (coordinator, scanner, and visionary) requires a substantially different set of skills and capabilities.
4. ___ Each of my three roles (coordinator, scanner, and visionary) requires that I assume a separate identity (mindset, behaviors, language) when effectively performing each role.
5. ___ Within each of my three roles, I tend to interact with a different set of individuals.
6. RANK ORDER: Place a "1" by the role you feel is most important to your organization, a "2" by the role of secondary importance, and a "3" by the least important role.
 ___ Coordinator (coordinate people, groups, departments)
 ___ Environmental Scanner (scouting the marketplace for signals of threats or opportunities)
 ___ Visionary Leader (establish and promote the vision and mission of the organization)
7. RELATIVE IMPORTANCE: Place a percentage value by each of your CEO roles below indicating the relative importance that role provides the organization. The total must sum to 100%.
 ___ Coordinator (coordinate people, groups, departments)
 ___ Environmental Scanner (scouting the marketplace for signals of threats or opportunities)
 ___ Visionary Leader (establish and promote the vision and mission of the organization)
8. YOUR TIME: On average, what percentage of your time do you spend in a given year on each of your executive duties? The total must sum to 100%.
 ___ Coordinator (coordinate people, groups, departments)
 ___ Environmental Scanner (scouting the marketplace for signals of threats or opportunities)
 ___ Visionary Leader (establish and promote the vision and mission of the organization)
9. DUTIES: Please add any additional comments about the idea that your daily job responsibilities, on average, fall into one of the three categories of functional coordinator, environmental scanner, and visionary leader. Are there other duties or responsibilities that might fall outside of these three?
10. IDENTITIES: Please share any additional thoughts regarding the idea that you may likely have three disparate identities to perform each of your three primary job duties, and that you switch between these identities during each work day.
11. NETWORKS: Please share any additional thoughts you may have regarding the different networks or communities of individuals with whom you interact while performing each of the three duties of coordinator, scanner, and visionary. For example, you may interact primarily with individuals within the company when performing your coordination duties,

and conversely you may interact largely with individuals outside the firm when performing your scanning activities.

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