

Propositions

For the Doctoral Thesis

**The Effectiveness of Corporate Governance Mechanisms and Leadership
Structure:
Impacts on Strategic Change and Firm Performance**

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- I. A gender diverse board may have difficulties in internalizing gender-related resources and utilizing them in strategic change, unless the female directors has gained legitimacy through other ways, such as the presence of a female board chair (*Study 1*).
- II. Firms can manage external perceptions and continuously obtain resources by using symbolic actions in corporate governance and leadership succession (*Study 2*).
- III. The retention of founder as board chair in the post-succession period can exert constraints on successor's discretion in strategic decision-making (*Study 2*).
- IV. Independent directors are not necessarily independent, neutral or active resource carrier as expected. Rather, whether these independent directors are willing to execute monitoring or resource provision duties largely depends on the beliefs and expectations that are associated with their professions (*Study 3*).
- V. Forming political connections through independent directors could be a double-edged sword for firms and should be utilized in a way that accommodates strategic plan and financial expectations (*Study 3*).
- VI. The effects of governance and leadership arrangements are largely contingent on the economic, social and organizational contexts they are situated in.
- VII. In theory we can control many variables; in practice we can control very few.
- VIII. One of the similarities between corporate boards and individuals is: talent is valuable only when it's *used* rather than *present*.
- IX. It takes pressure for Jet d'Eau to reach its height.
- X. "A tree must strengthen its root before it can flourish. A river must dredge its source before it can run far." – Wei Zheng (*Petition on Ten Thoughts To Emperor Taizong, 637*)
- XI. "In all things success depends on previous preparation, and without such previous preparation there is sure to be failure." – Confucius (*The Doctrine of the Mean*, translated by James Legge, 1893)