

## Macro Roundup Article

**Headline:** [Have CEOs Changed?](#)

**Article Link:** <https://www.nber.org/papers/w32854>

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**Tweet:** In a study of 1,299 candidates for CEO positions from 2000 to 2019, @KaplanAnalysis compared pre- vs. post-2009 results, and found that, “interpersonal or ‘softer’ skills do not increase over time, either for CEO candidates or hired CEOs.”

**Summary:** We find that four factors—which we interpret as [1] general ability, [2] execution vs. interpersonal skills, [3] charisma vs. analytical skills, and [4] being creative-strategic vs. detail-oriented—explain roughly half the total variation in the specific characteristics for this sample of executive assessments. The hypothesis “E=L” is that the factor scores for the hired CEO candidates are the same in the early and late periods. For general ability (factor 1) and interpersonal versus execution skills (factor 2), the factor scores are largely similar in the early and late periods; we see no evidence of changes in the hired CEOs for these two factors. Turning to factors 3 and 4, the last columns of Panel A of Table 3 reveal some significant changes. In the late period, hired CEOs are more analytical and less charismatic (increasing factor 3), although the hired CEOs are still more charismatic than the average candidate (negative factor 3). Hired CEOs are also less creative-strategic and more detail-oriented (decreasing factor 4), while remaining more strategic than average (positive factor 4).

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**Primary Topic:** Workforce

**Topics:** Academic paper, Workforce

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